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Records Management Issue

An information governance strategy
for the Office of the Clerk of the
House of Representatives, Wellington,
New Zealand p30



You are more likely to be eaten
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Welcome to ARC Magazine December 2018

I recall sitting in an archive course classroom back in the day (well, between the UK's previous Data Protection Act and the current Freedom of Information Act to be more precise) and naively assuming that the records management principles which were being explained to us would be fairly universally followed in most organisations. A few years later I was tasked with carrying out some records surveys within a cultural institution and, once I'd managed to convince the staff creating records of the merit of the exercise (which took some time), I discovered a very different picture.

I also learned that successful records management can be as much about managing people as it is about managing the records themselves, and this theme is evident in the broad range of articles in this issue, such as Charles Farrugia's update on record keeping within the public administration of Malta and Deborah Young's outline of recent work in New Zealand.

The importance of developing good working relationships for effective records management may be constant, but the nature of the technological landscape is continually changing. When I was sitting in that classroom, the cloud was what I looked at if my mind wandered. Jason King and others provide a range of relevant tips in this issue. The legislative landscape has also changed, so it is no surprise to find GDPR featuring here, in particular in the piece by Kevin Wilbraham from the City of Edinburgh Council.

Many thanks to Natalya Kusel of the ARA Section for Records Management and Information Governance (RMIG) for organising the articles, and to the varied array of authors, including Edward Ratcliffe, Chair of RMIG, who has provided an introduction. For more on that section's work visit the ARA website: www.archives.org.uk/about/sections-interest-groups/records-management-and-information-governance.html



With best wishes for Christmas, the New Year, and any data migrations or GDPR action plans you may be implementing.

Matti Watton
ARC Editor

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Front cover: The Debating Chamber at New Zealand Parliament buildings, source: Office of the Clerk of the House of Representatives, New Zealand

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The Archives & Records Association (UK and Ireland) cannot accept responsibility for views expressed by individual contributors to ARC Magazine. It is a medium for informing members of news, information and ideas relevant to the profession, including archive conservation. It is not an official guide to procedures, concepts, materials or products.

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opening lines



Copyright and a no-deal Brexit

I expect that most people by now feel that they have heard enough about the relationship of the UK with the European Union (EU). But not many ARA members will have heard about the impact on copyright of the UK's impending departure. As it happens, records managers, archivists and others in the cultural sector, such as librarians and museum curators, will be directly affected, so they ought to be aware.

Copyright is a territorial right, governed by the law of the country in which a use of a copyright work (and thus potentially an infringement) occurs. However, copyright works and copies of them often need to cross borders, especially in an interconnected, internet-enabled world. Internationally, cross-border copyright issues are governed by various treaties, notably the Berne Convention. These treaties are supplemented within the EU, and to a large extent the European Economic Area (EEA), by well over a dozen directives and regulations that introduce provisions and mechanisms that are not available elsewhere.

The UK Government has indicated that there will be no immediate change to most of the UK statute following withdrawal from the EU. The same works will continue to be protected by the same rights and for the same length of time. Once the courts in the UK are no longer obliged to follow the decisions of the European Court of Justice on the interpretation of EU law, though, there is likely to be gradual movement as the UK Court of Appeal and especially the UK Supreme Court take a different approach to issues coming

before them that require interpretation of the statute. Moreover, some important elements of UK copyright law are not in statute but in regulations; so unless Parliament decides to keep them in force, they will fall on the day the UK leaves. More directly, unless there is agreement on mutual recognition of legislation, all the cross-border arrangements that are unique to the EU may cease to be available to people and organisations in the UK.

Archivists and records managers might like to be aware in particular of the following changes that will likely happen if there is a no-deal outcome to current negotiations between the EU and the UK:

- Orphan works. The 'exception' permitting cultural sector and educational organisations to digitise orphan works and make them available to the public online will cease to apply. The UK Government currently has no plans to re-introduce the 'exception' because it has no capacity to create a new database, so the only orphan works provision in force will be the UK licensing scheme. UK bodies will not be able to rely on diligent searches for rights owners conducted by bodies elsewhere in the EU. In my view, the current 'exception' is of limited value for the use of unpublished works, but it is better than nothing.
- Visually disabled. Until the UK ratifies the Marrakesh Treaty, which will probably not happen until 2020 at the earliest, no cross-border transmission of accessible copies of copyright works for the benefit of visually disabled people will be permissible in the UK, whether to or from EU countries or anywhere else in the world.
- Database right. Databases in the UK will continue to be protected by database right, assuming that the UK Parliament so approves, but there will be no mutual recognition of rights, so (provided they can secure access) anyone in the EU will be free to exploit the contents of a UK database, and indeed anyone in the UK will be free to exploit the contents of an EU database. Any copyright in the database itself will not be affected in the same way.
- Music licensing. Collective management organisations (CMOs, or otherwise known as licensing and collecting societies) in the EU that license the use of musical works will no longer be required to represent UK CMOs to

Professional development news

collect licensing revenues in their territories for UK musicians or to assist in the licensing of the use in the UK of works by EU musicians.

Your association will continue to be active in shaping the discussion. LACA, the Libraries and Archives Copyright Alliance, on which I represent the ARA, is thinking about how copyright law might be improved for the benefit of libraries, archives and their users once the UK leaves the EU.

Ideas include measures to assist mass digitisation and online availability of out-of-commerce works (which perhaps could include unpublished works), to provide an effective orphan works exception and to make it possible to take action against someone issuing unjustified threats of action for infringement of copyright (as there is already for trademarks and patents).

It would be nice also to see the removal of all copyright terms ending in 2039. The UK Government has the power but not the will, and I fear we shall have to wait another 21 years before copyright finally expires in our mediaeval and other pre-20th century documents. I wonder: shall I live to see that day?

Tim Padfield



Earlier this year Vicky Stretch, an archivist with Network Rail (UK), gave a presentation at a Section for New Professionals event. She looks after a modern business archive at Network Rail, as well as a large collection of historical engineering drawings from the earliest days of the railway. The archive is part of Network Rail's national records group, which provides records management and content management support to the business.

Building your influence in the workplace

Influencing others is critical to the success of any profession. In this month's article we look at examples of stakeholder management, an important process through which archive and records professionals can build influence. It is a key competency to develop, and why stakeholder management is featured in the ARA's competency framework.

Vicky shared some of her career insights, focusing on influencing stakeholders. The following questions and answers in this article reflect the main points from her presentation.

Getting started

I asked Vicky how others might start to identify key individuals in their organisations and engage with them, promoting the value of archiving and records management work. Her considered reply:



Vicky Stretch at the National Rail Centre records centre (courtesy of Network Rail)

"It is important to know who your stakeholders are; identify all those individuals or groups of individuals who have an influence on what you do and who you can influence to help achieve your goals. Know what your stakeholders are interested in, and what is current in their world.

I do this by keeping up to date with what is happening through the intranet and our external website, as well as our organisation's magazine and newsletters. Other news and social media outlets for your industry or community are also useful. Importantly, the more you build up contacts and engage with your stakeholders, the more you (also) get to know what is happening.

First steps

We then turned to the question of some initial activities that anyone can try. Vicky explained:

"There are different ways of doing this. Don't be afraid to introduce yourself and get involved with initiatives introduced by managers. Give a true picture of challenges and successes within your service, but highlight the positives as well as things that might not be going quite so well. Always get the information they request about your service on time!

Find out about your senior managers and where their interests in your service might lie. If they have an IT background, reference the work you do around digital preservation and online access; if they are from an accountancy background, perhaps reference the work done around income generation, saving money through access to information; if they are from a public relations or human resources background, perhaps highlight work done with communities, diversity and inclusion.

If you are getting material out to show them, do a bit of research to see if they are particularly interested in a place or a topic. If there is something high profile going on within the organisation, get material out that gives a nod to these things. However, be careful with this one because you don't want to look like you've been stalking them!

Once you have made contact, keep the communications going. Nothing too much, perhaps an occasional email telling them how you're getting on with a project or something you have found in the archive they might be interested in. Say hello when you see them. A little goes a long way."

What if it's not that easy?

I asked Vicky what advice she could share on engaging stakeholders who have little interest in archives and records management:

"Sometimes you will find that some stakeholders aren't all that interested, and unreceptive to any engagement you might try. The key here is to not force it – keep it light. Keep them satisfied with the information they want about your service in a timely way, but watch out because if you bang on they can become bored and irritated.

So we should always look out for the opportunity to engage, but don't worry so much if it doesn't present itself. Focus on engaging with the people who are interested and who have the ability to help you achieve your goals. A final question: you find yourself stood next to a senior manager, what would be your 'elevator pitch'?"

"I introduce myself, and explain that I look after all records we must keep. Some are required/protected by law and some are kept because they communicate what we are about

as an organisation. It is a fantastic resource for the organisation to draw on when we need to understand what has gone before. It will also tell future generations how we - as an organisation - governed, developed and operated the railway in the 21st century".

The professional development link

Influencing and managing of stakeholders is recognised in competences C1, C2 and C3 in the ARA's professional development competency framework. Any relevant work experience can be used as evidence that supports your continuing professional development (CPD), and in submissions to qualify as a Foundation or Registered member or as a Fellow.

For further information please visit the programme website archivesandrecords.smapply.io.

Chris Sheridan

CPD Programme Manager

The future is the cloud

Digital records management and archiving needs cloud technology to reach its true potential



Philip Clegg, CTO of MirrorWeb

The amount of data in the world is set to rise tenfold - from 16 ZB to over 160 ZB - between 2016 and 2025, according to a report from the International Data Corporation. It's a mind-blowing figure; put into context, filling 34.4 billion smartphones would amass just 1ZB. There is a common misconception that data – and, by extension, records - on the Internet sit there indefinitely. In reality, website and social media content is at risk of being lost forever, through reliance on obsolete technologies or formats, issues with third-party publishing platforms, or dependence on content management and backups that only provide short-term security.

If this information vanished, it would be a huge loss to organisations and the wider public. As public demand for accountability and transparency grows, organisations are learning to treat digital content as not just significant internally, but as an asset of historical

and national significance.

Why the cloud?

To contend with this ever-growing amount of data, and the need to preserve it for the future, more records managers and archivists are looking to the cloud for a secure, scalable solution to digital recordkeeping, with complete control over where the data is stored.

Whether the organisation in question is a government, university, transport operator, broadcaster, or bank, the only way to guarantee the safety and future-proofing of the data, and benefit from its value in the long run, is cloud technology. Here's why:

Storage

Many organisations believe that traditional local storage in the form of physical hardware is the best place to hold data, but it is actually very limiting. Digital communications data is growing

exponentially. Local storage means running the risk of frequently needing to invest in new infrastructure to accommodate extra data. Cloud storage is completely flexible, with the ability to scale up storage size quickly and easily whenever necessary, with an almost unlimited capacity.

Reliability

Physical servers and hard drives are at risk of failing or overloading, leading to huge problems. Cloud infrastructure, however, protects against those issues with a higher level of redundancy (supplying duplicate copies of data). So, with the cloud, if a hard drive, data centre or server fails, there is little to no disruption.

Security

Cloud-native archiving tools, certified to ISO standards of security, give organisations full control over who accesses their records and archives. This is especially important for any personal data stored within. Public sector organisations (especially) often hold sensitive information of national importance, so this issue is integral to the public interest.

Compliance

Regulated companies need to record and retain electronic communications under legislation such as MiFiD II or GDPR. To prove compliance, they must demonstrate that the data has been permanently stored in an unalterable format. Only cloud technology provides the future-proofing to achieve this. To ensure legal admissibility and compliance with regulations, ISO 9001 and ISO 27001-certified standards should

be followed and data archived in the secure, date and time-stamped ISO 28500 standard WARC format.

Data sovereignty

As web archiving and social media become increasingly important to organisations, records managers need web and social media content management and archiving solutions with the capability for use in local data centres.

International cloud computing platforms, such as Amazon Web Services are able to offer data centres across many regions, therefore meeting customer latency and data sovereignty needs.

Costs

Maintaining a physical infrastructure requires overhead expenditure: the physical space for the servers, plus the maintenance bills and associated costs. Using the cloud to reduce and/or remove those costs allows organisations to focus on improving records management and archiving instead.

Useability

If records or an archive are not useable in some shape or form, they are worthless. They must meet the needs of those they are intended for; such as a public-facing resource for students, researchers or historians, or a tool for internal staff. Playback of files in a web archive, for example, made up of WARC format files, requires indexing – essentially a list of the assets it contains. Search engines also use indexes to return useful results faster, rather than scanning entire sets of documents. Indexing large amounts of records can be challenging, but flexible

cloud environments make it easier to process stored data.

Quality

Cloud-based search technology can ensure the data being used in web-based records is high quality. For example, data may be stored multiple times in different locations across a website. The flexibility of cloud technology is useful in the deduplication of any such pages.

Big Data and analytics

For the first time, digital archiving plus the latest analytics technology allows organisations to gain a deeper understanding of the potential of their records than ever before. With full (legitimate) accessibility to customer data, for example, from not only the present but the entire history of an organisation, we can build a far richer picture of people's behaviours, habits and decisions – and use this information to develop more meaningful relationships.

In my view, it is clear that without cloud technology, the full potential of digital recordkeeping will never be realised. The flip-side is that there is a real threat over time in not accepting and addressing this; the longer it takes for organisations to wake up to the urgent need for cloud-based records management and archiving, the greater the risk of a void of missing records that they will never be able to recover.

Philip Clegg

Chief Technical Officer, MirrorWeb

Collecting matters

Refreshing the Code of Practice on the management of records

The National Archives (UK) has been commissioned by the Secretary of State for Digital, Culture, Media and Sport to revise the Code of Practice on the management of records issued under section 46 of the Freedom of Information Act. The code was last revised in 2009 and, in the almost ten years since, working practices have changed significantly. Whilst many of the principles set out in the code are still relevant, this is a great opportunity to refresh it to fit with the modern digital working environment.

The refresh is at the research stage and over the past few months we have been gathering opinions from experts within The National Archives. As set out in legislation, the next stage is to consult the Information Commissioner's Office and Cabinet Office (who are responsible for coordinating central records management policy for government) and then to talk to key stakeholders such as the Advisory Council on National Records and Archives and the Government Knowledge and Information Management community. The new code will focus on the principles of good records management, supporting public record bodies to get the management, selection and transfer of their information right in a digital age in order to preserve the public record for future generations.

We expect the draft code to be available for public consultation next year, and this will be brought to your attention when it goes live. We recognise and welcome the expert feedback that the archives and records community can provide to help us produce a new code that is relevant and accurate, and a helpful best practice guide for professionals.

Nicki Welch

The National Archives (UK)

governmentaudience@nationalarchives.gov.uk

ARA FARMER prize 2018

Each year the ARA, in conjunction with FARMER (the Forum for Archives and Records Management Education and Research) and Archives and Records (the ARA's Grade One research journal), award a prize for the best student dissertation. This year the judges for the award were Elizabeth Lomas (FARMER), Sarah Higgins (Archives and Records) and Maria Castrillo (ARA Board member). The judges shortlisted six dissertations for the final assessment. The shortlisted candidates were:

- **Alicia Chilcott** – “Making curatorial interventions into curative interventions”: identifying methods for the description of official records containing offensive racial terms. (University of Liverpool)
- **Eleanor Casson** – An exploration of the impact of the cultures of Archives and Records Management on the systems of recordkeeping and the transfer of records in the UK banking sector. (UCL)
- **Jens Kuhn** - A voice calling in the wilderness - shaping effective records management communication at the European Central Bank - A case study. (University of Dundee)
- **James Rock** - How should we measure records management performance? (University of Northumbria)
- **Kathleen Brennan** - “Fake News” and real evidence: reassessing the authentication and management of social media records in the age of Trump. (University of Liverpool)
- **Medha Chotai** - Impact of reminiscence-based services provided by archives for people with dementia. (UCL)



The judges commended all the shortlisted candidates for the very high standard and coverage of a wide range of important themes and the deployment of an impressive range of research methods.

The judges marked out James Rock's work for special commendation, the first time they had done so.

James analysed published records management (RM) toolkits, guidance and methodologies for measuring records management performance. He then undertook a case study on The Royal Bank of Scotland (RBS) to establish how RM performance there is measured in practice and to identify what works well and what could be done better.



James Rock of Royal Bank of Scotland (RBS), receiving his FARMER prize special commendation certificate from Jon Elliott at the ARA Officers' Day in Manchester on 8 October 2018. Photo courtesy of ARA.

The overall winner was Jens Kuhn. Jens's work stood out for its rigorous and ambitious delivery. He used the European Central Bank as a case study context to examine the bank's information management policy delivery, considering the role of communication in successful policy delivery. The dissertation surveyed 150 employees and found a disconnect between records management and the organisation's managers. It noted that managers have a strong influence on corporate culture and staff willingness to change.

In addition, Jens found that different groups require varying communication strategies, with age of individual members playing a significant part. He recommended that emphasis should be placed upon organisational newcomers, whose generally open stance should be harnessed to garner support for records management. In addition, he noted the need to exploit opportunities for quick wins.

Jon Elliott (ARA's Head of Public Affairs) presented James and Jens with their certificates. We hope that James's and Jens's work – as well as other shortlisted nominees - will be written up as full journal articles, or at the very least short new pieces. Each one is worthy of a wider readership. Together they are worthy of celebration: they reflect the high quality of research and healthy range of new talent in the UK and Irish recordkeeping sector.

Dr Elizabeth Lomas

University College London

Dr Margaret Turner receiving her Distinguished Service Award at a meeting of the ARA's Professional Development and Training Committee (PDTC) on 23 October in London from the ARA Chief Executive John Chambers. Photo courtesy of ARA.



ARA's President Dr Alexandrina Buchanan (left) presenting the 2018 National Volunteering Award winning trophy and certificate in Preston on 6 November to Jacqui Crosby of Lancashire Archives (far right), and Nigel Barker, project volunteer (second right) for its 'Ancestors at Sea' project, alongside Steve Benson (second left), Chair of the Federation of Family History Societies, whose financial and volunteering support was essential for the project; and an image of the winning trophy. Photos copyright: Lancashire Archives

Association News **ARA**



Claire Tunstall and her team at Unilever receiving their special commendation in the 2018 National Volunteering Award in Port Sunlight from Jon Elliott on 6 November. Photo copyright: Unilever plc.

www.familysearch.org.uk

Keeping the past in mind – the UNESCO Memory of the World 2018 awards

Elizabeth Oxborrow-Cowan reports on a celebration of recent additions to UNESCO's registers of documentary heritage

The United Nations Educational, Scientific and Cultural Organisation (UNESCO) is the intellectual agency of the United Nations. It was established in 1945 after two world wars with the belief that as war is born in people's minds thus so can peace be through understanding and international co-operation. It runs a broad range of programmes and initiatives across its brief including the famous World Heritage Sites.

The Memory of the World programme was established in 1992. Its vision is that the world's documentary heritage belongs to all, should be fully preserved and protected for all, and should be permanently accessible to all. Its mission is to facilitate preservation, access and awareness to documentary heritage. Inscription on the International, Regional and National Registers is a way of enabling that awareness by recognising documentary heritage of outstanding significance.

The UK Memory of the World Committee recently celebrated the 2018 inscriptions to the UK Register and British inscriptions on to the International Register (which is the archival equivalent of gaining World Heritage Site status). Held in the dynamic atmosphere of Imperial College, sponsored by Max Communications and with many important guests including the UK's Ambassador to UNESCO Matthew Lodge, we took as the theme 'Standing on the Shoulders of Giants'. Our premise was that we can see further because we have the experience and discoveries of the past on which to build our own decisions and world, but also that we have a responsibility to look after our own and previous generations' records so that future generations may stand on our shoulders; a vital message with various decision makers in the room!



Inscription holders plus Matthew Lodge, Minister and Ambassador of Great Britain and Northern Ireland to UNESCO, in the centre with the red tie, copyright Simon O'Connor.

These inscriptions together gave a panoramic view of humanity's experience and knowledge. The Cotton Collection and the Early Gaelic Manuscripts of the Advocates Library encapsulate the immense knowledge and culture that could have been lost without the actions of a few individuals to save these records of past civilisation. The Gertrude Bell Collection and the Base and Field Reports of the British Antarctic Survey and its predecessors capture the spirit of inquiry and adventure. The Eton Choir Book and the African Song from Barbados are a single, precious thread to highly significant cultural phases. The Chronicle of Elis Griffith, 'Soldier of Calais', and the Gospels of Tsar Ivan Alexander are personal expressions of experience and belief. The voices of the towering figures in Western culture of William Shakespeare, George Orwell, Ludwig Wittgenstein and Sir Isaac Newton clamour to be heard through the ages. Meanwhile the Commonwealth War Graves Commission Casualty Archive gives voice to those who often died without one and articulates their sacrifice in undeniable detail.

It was indeed a rich haul of inscriptions and the UK Committee sends its congratulations to all the successful nominators. To see all the UK inscriptions and learn about the UK inscription process go to www.unesco.org.uk/designation/memory-of-the-world-inscriptions-in-the-uk-uk-register/

“Our premise was that we can see further because we have the experience and discoveries of the past on which to build our own decisions and world”

For the International Register see en.unesco.org/programme/mow. The next call for applications to the UK Register will go out in the second half of 2019 so do consider if your collections hold material that could be considered to be of outstanding significance to the UK.

Elizabeth Oxborrow-Cowan

Chair, UK UNESCO Memory of the World Committee

The 2018 Inscriptions on the UK Register are:

- Sir Robert Cotton's Collection of Manuscripts - The British Library, London
- The Commonwealth War Graves Commission Casualty Archive - The Commonwealth War Graves Commission
- The Eton Choirbook - Eton College
- Early Gaelic Manuscripts of the Advocates Library - The National Library of Scotland
- The Base and Field Reports, and related photographic material of the British Antarctic Survey and its predecessors - The British Antarctic Survey
- The Chronicle of Elis Gruffudd, 'Soldier of Calais' - The National Library of Wales

The 2017 International Inscriptions from the UK are:

- The Gertrude Bell Collection - Newcastle University
- The Philosophical Nachlass of Ludwig Wittgenstein - Trinity College Library Cambridge, The Austrian National Library, Bodleian Library University of Oxford, Noord Hollands Archief, Bertrand Russell Archives
- An African Song or Chant from Barbados - Gloucestershire Archives, the Barbadian Musician Roger Gibbs
- The Gospels of Tsar Ivan Alexander - The British Library, St. Cyril and Methodius National Library Bulgaria
- The 'Orwell Papers' - University College London
- The 'Shakespeare Documents' - Shakespeare Birthplace Trust, The National Archives, Folger Shakespeare Library, Worcestershire Archives and Archaeology Service, College of Arms, The British Library, London Metropolitan Archives
- The Scientific and Mathematical Papers of Sir Isaac Newton - Cambridge University Library, King's College Cambridge, Trinity College Cambridge, Royal Society London, Fitzwilliam Museum Cambridge

www.archives.org.uk

Winners of the British Records Association's inaugural Janette Harley Prize announced

The British Records Association (BRA) aims to promote the preservation, understanding, accessibility and study of our recorded heritage for the public benefit, and is open to anyone interested in records and archives:

www.britishrecordsassociation.org.uk

It established the Janette Harley Prize in memory of Janette Harley, a member of the BRA, who died in 2015. The prize is intended to raise awareness of research and achievements in the world of archives, and is awarded for the best or most original piece of published work which reflects the aims of the Association.

The joint winners of the inaugural prize were Julie Halls and Allison Martino, for their article "Cloth, Copyright, and Cultural Exchange: Textile Designs for Export to Africa at The National Archives of the UK". The prize was awarded at a reception following the Association's annual Maurice Bond Lecture, which was held in October at the Postal Museum in London. The lecture was given by Dr Anthea Seles, Secretary General of the International Council on Archives, and was entitled "Trying to see the Forest for the Trees: Research in the Digital Age".



Julie Halls of The National Archives (UK) receiving the inaugural Janette Harley Prize from Iain Harley, copyright Amanda Engineer

Four further entries for the prize were highly commended. The Chair of the judging panel, Stephen Freeth, said: "We were delighted with the broad range of entries. These came from across the archival, academic and local history community, plus an interesting international element. All were of a high standard, and we commend everyone for the care they took over their submissions".

A call for entries for next year's Janette Harley Prize will be made in April 2019.

Victoria Northwood

Secretary, British Records Association

Building a future with volunteers: the Norwich Building Control Plans Indexing Project

The Norfolk Record Office is embarking on an exciting new project working with volunteers to enhance catalogue descriptions and improve access to an otherwise underused collection

The Norwich Building Control Plans Indexing Project offers a brilliant opportunity for volunteers to work together, develop new skills, and engage with archives. Since the late nineteenth century, new buildings and major alterations to existing properties have required local authority approval. Plans and supporting papers were often lodged with the local building control or planning departments. The first phase of this project focuses on building control plans for Norwich City Council covering the period from 1894-1945. The plans feature all sorts of buildings, including houses, chapels, shops, factories and schools. They relate to new developments and to extensions or alterations to existing properties. The plans are particularly useful for people tracing the history and development of a property. They also provide

NORWICH · RAMPANT HORSE STREET PROPOSED STORE.

16/11/28

SCALE: $\frac{1}{8}$ " INCH = 1 FOOT.

FRONT ELEVATION.

Plan of the front elevation of the proposed Woolworths department store in Norwich, 1928. Norfolk Record Office, N/EN 12/1/10071.

Many of the plans are accompanied by supporting paperwork including correspondence; the letter below uncovered by a volunteer on the project, criticises the untidy appearance of Mr Mutimer's shed, 1898. Norfolk Record Office, N/EN 12/1/3519.

24, CASTLE MEADOW.

NORWICH.

July 1st 1898

SURVEYOR.

MER: CHURCH ST

Dear Sir

Inclosed is plan of a small wooden shed, which has lately been erected by Mr Mutimer, at the corner of Ersek & Rupert Streets, for the purpose of storing hampers & Baskets, which, up to the present, have always been left exposed to view thereby giving an untidy appearance to the corner of the streets.

Yours truly
Roll Crowe

At Collins Ry

practical information about the original architectural and engineering specifications of existing buildings.

After 1894, the descriptions of the plans on the Norfolk Record Office's online catalogue, NROCAT, give only the plan reference numbers, and do not include addresses or any means to identify buildings. Locating plans for a particular building is time consuming and frustrating, especially if searchers do not know the date when plans were submitted. With the help of volunteers, descriptions for the building control plans are being improved so that people can search them by street name. Volunteers are also adding other information to the catalogue such as names of building owners and architects which will help researchers who are interested in a particular person. Volunteers are supplied with a laptop and content is added to a spreadsheet which is then imported by a staff member into our CALM database.

The project has uncovered some real gems including the plans for a new Woolworths department store in the city; this discovery prompted much discussion and reminiscing connected to the Woolworths shops visited by many of us over the years until the company's recent demise. Other finds include plans for factories producing chocolate, mineral water and ginger beer, and plans for the re-use of army huts after the First World War. A proliferation of plans submitted at the turn of the twentieth century for indoor toilets exemplifies changing attitudes to hygiene and improvements to domestic sanitation. The collection of plans presents many potential research opportunities and as the project progresses, further treasures are waiting to be discovered.

Volunteers working on the project have given positive feedback on their experience. It has provided an opportunity to meet new people, gain confidence working with and handling original documents, and also develop new skills, for example, in palaeography, which has encouraged further use and exploration of archives. Some of the volunteers have been so enthused by the project and their findings that they have written blogs and posted them on the Norfolk Record Office website, see: www.archives.norfolk.gov.uk/about-us/nro-blog

The work of the project has also been used to inspire potential recruits to the archive profession. A two-day workshop attended by undergraduate students from the University of East Anglia gave an overview of the work

undertaken by a local authority archive service and the role of the archivist. A group cataloguing task involved listing some of the building control plans which gave an insight into cataloguing standards, archival arrangement and description.

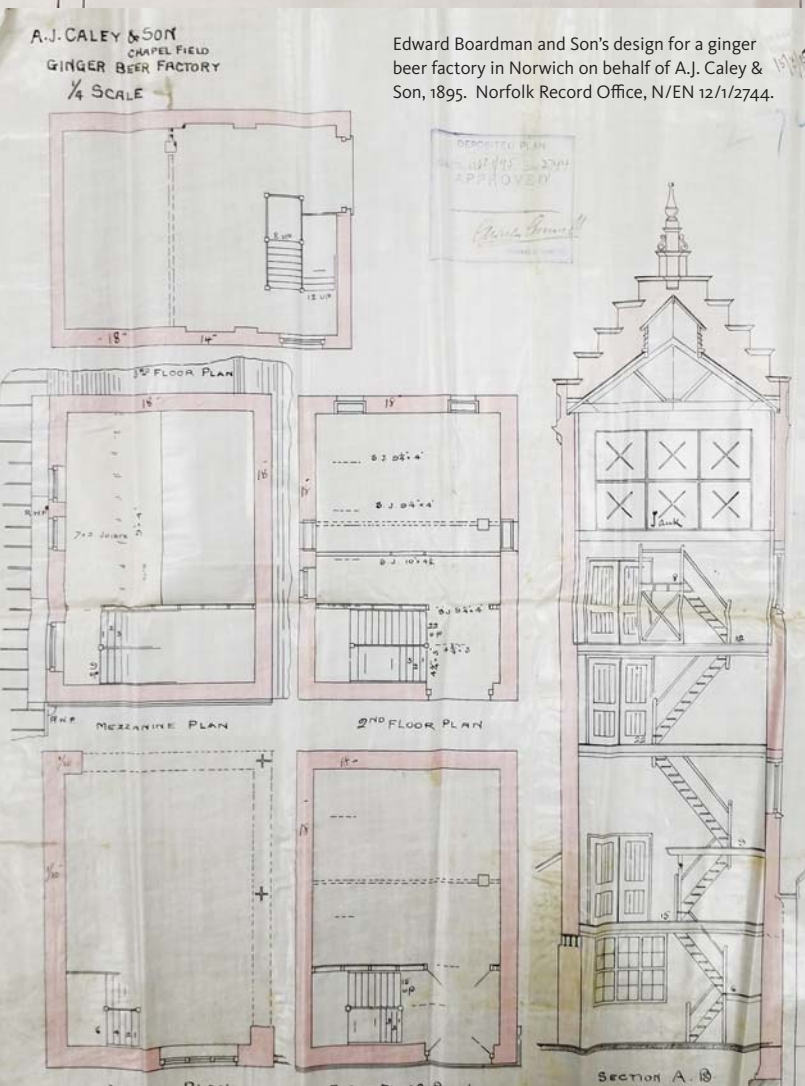
In the long term the Norfolk Record Office aims to extend the project to encompass post-war plans and to include other local authorities within the county. This project shows that volunteers are playing a crucial role in supporting cataloguing work by indexing and improving descriptive content, and without their contribution and enthusiasm for the task, collections such as the building control plans would remain inadequately catalogued and difficult to access. Volunteering is having a positive impact on the services we offer in the archive sector and this project is testimony to that.

Belinda Kilduff

Norfolk Record Office



Group cataloguing exercise with Historic Environment students from the University of East Anglia: copyright, Norfolk Record Office.



2018 Digitisation Grant winners announced by TownsWeb Archiving

TownsWeb Archiving has announced the winners of its annual Digitisation Grant 2018, which offers funding grants of up to £5000 to enable UK cultural heritage institutions to digitise their collections.

The grant received a host of excellent applications from archives, museums, libraries and galleries looking to fund projects to digitally preserve their collections and open up access to them online. Following shortlisting and scoring by a panel of three judges, including John Chambers, ARA Chief Executive, Claire Adler, independent heritage consultant and Paul Sugden, Managing Director of Townsweb, two funding winners were announced.

Bexley Local Studies and Archive Centre won the first prize award, the Primary Grant for £5000, with its proposed project to digitise a large proportion of photographic negatives from its Kentish Times Newspapers collection. The project was submitted by Bexley Archives manager Gemma Cook and plans to digitise 15,000 unique negatives, which feature photographs taken by Kentish Times photographers between 1964-1998, in order to make the collection digitally accessible.

“These archives from a local newspaper hold a mirror up to national and local events and as a result this project will give people new opportunities to understand how and why



The Royal Mint Museum Experience. Image courtesy of TownsWeb Archiving Ltd and The Royal Mint Museum



The Royal Mint Museum's Waterloo Medal Roll. image courtesy of TownsWeb Archiving Ltd and The Royal Mint Museum




Bexley Archive and Local Studies Centre (left), and a selection of film negatives from the Kentish Times collection (right), image courtesy of TownsWeb Archiving Ltd and Bexley Archives & Local Studies Centre

North West Kent changed from 1964–1998. I look forward to seeing how the photographs held by the paper are used with community groups and schools in the future,” said Claire Adler, explaining why Bexley Local Studies and Archive Centre’s proposed project was such a worthy winner.

The Secondary Grant for £2000 was awarded to The Royal Mint Museum, to support its project “Digitising the Waterloo Medal Roll”, submitted by collections manager Sarah Tyley. The project aims to digitise the bound handwritten medal roll, which lists the names of all those who were awarded campaign medals (produced by The Royal Mint) for taking part in the Battle of Waterloo. It then plans to transcribe each of the 41,920 entries to create an interactive, searchable digital version of the medal roll which will be added to the Royal Mint Museum website and the Royal Mint Experience exhibition. This will allow these unique records to be discovered and accessed by genealogists, historians and researchers far more widely.

Speaking about the project, judge John Chambers said: “a project with a truly international importance. Making the

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names of all those awarded the Waterloo campaign medal available to read and search for the first time in their entirety will be an invaluable resource.”

TownsWeb Archiving plans to offer the grant funding again in May 2019. Readers can watch the announcement of the winners and find out more about this year’s successful projects in the grant winners blog post:

www.townswwebarchiving.com/2018/08/video-digitisation-grant-2018-winners-announced/

For further info contact Marshall Parr, email: mp@townswwebarchiving.com

Marshall Parr

TownsWeb Archiving



RCN Archive First World War nursing scrapbooks. Credit: Justine Desmond Photography

Service Scrapbooks project at the Royal College of Nursing

Frances Reed reports on an award-winning digitisation project which has led to a range of remarkable First World War discoveries

On Tuesday 12 November 1918 nurse Florence Blythe Brown marked the end of the war with a simple entry in her diary "Party for boys. Busy morning + afternoon." It is a small scribble in tiny script, marking a momentous occasion. Many such moments were uncovered when we digitised ten First World War nursing scrapbooks in the Royal College of Nursing (RCN) Library and Archive collection. We found signatures of soldiers, photographs of nursing in India, accounts of nursing victims of major battles and even love poems and small watercolour paintings.

Our Service Scrapbooks project, funded by the Heritage Lottery Fund, aimed to give others the opportunity to flick through the pages of these scrapbooks, taking the contents of them beyond the archive store. It was a huge project which couldn't have been carried out without our volunteer team from the RCN History of Nursing Society, under the guidance of our graduate trainee dedicated to the project. Nearly 1000 scrapbook pages were digitised and transcribed by the volunteers, amounting to around 900 hours of work. They

researched the scrapbook contents and built a picture of what life was like for these nurses, interpreting their stories and rewriting them for an online resource. The Service Scrapbooks webpage now holds these stories for anyone to explore, as well as full scans and transcripts of the entire collection.

Getting these scrapbooks online took a lot of hard work and learning for all involved. Conserving the physical items was a key step, to ensure that they were made stable for handling and digitisation. We provided training for the volunteers in conservation care, as well as in writing for the web and book handling. But so many other important and unexpected skills came to light along the way. Palaeography became an important one, as volunteers painstakingly transcribed some near-illegible scribbles. The volunteers were all either practising or retired nurses, and so their clinical knowledge helped unpick some of the terms and procedures recorded in the diaries. Technology was also a learning curve for us all, as we got to grips with a Book Eye scanner and a brand new website platform.

Whilst the scrapbook contents were extensively researched, there is always something new to find in their pages: a particular signature, a face someone somewhere might recognise in a photograph, a mention of a location or battle. We have welcomed more information on what is written in the scrapbooks, so that it can grow and reflect the expertise of an even bigger audience beyond our team at the RCN.

So what is the legacy of all this hard work? Service Scrapbooks is now an online resource, with ten scrapbooks there for all to browse. Visitors to the website can glance over highlights of each nurse's story, or delve more deeply into the scans of the pages themselves. Now, through digital surrogates and printed reproductions, people can access these diaries with no harmful impact on the original items. The project also resulted in a close-knit group of volunteer researchers with an active Facebook group, through which blog posts, research and online discoveries were shared among the project team. Some of these discoveries even led to contact with two of the nurses' descendants. It was an incredibly special moment when, at our closing project celebration, the families of nurses Nellie Carter and Josephine Angois joined us in person to raise a toast to these First World War women.

On top of all this, we were honoured to receive the Women's History Network Prize, sponsored by The History Press. It was well deserved recognition for the many hours of work volunteered by a dedicated team. Hearing feedback from the panel of judges really summarised just how much was achieved, and how important it is to have these First World War nursing voices out there for all to hear:

"We believe that the work you have done is of national and international importance and helps address the gender imbalance in accessible primary material from the Great War, as well as shedding light on the work of the nurses, their lives, their work, the type of techniques and treatments they used, the places they worked in and the people they worked with."

Visit the Service Scrapbooks online at www.rcn.org.uk/servicescrapbooks

Frances Reed

Royal College of Nursing Library and Archive

ARA North West Region visits the Isle of Man!

On 9 July 2018 the ARA North West Region held a meeting in Douglas, Isle of Man, the first meeting held on the island since the late 1990s. Vicki Caren reports.

Officers travelled over from Liverpool and Manchester the day before. Wendy Thirkettle, Archivist with Manx National Heritage (MNH), the island's national museum service, very kindly offered us a tour of the Isle of Man. I jumped at the chance, as I had lived there as a child and had vague recollections of the island. Wendy had planned a great tour, including climbing to the top of the Laxey Wheel, a walk around Peel Castle and seal spotting at Niarbyl Bay, not forgetting delicious ice cream. That evening we met some of the staff from the Manx Museum and Isle of Man Public Record Office (PRO) for a meal.

The following day the warm welcome continued at the Manx Museum where our meeting was held. Wendy gave an introduction to the archives held in the MNH Library and Archives. The history of the island is reflected in the manorial records for the 17 parishes and six sheadings, the geography of the island being a key part of its culture and heritage. The island's ability to legislate and close roads has enabled both car and motorcycle racing from the early 20th century, drawing competitors and spectators alike from overseas.

I was keen to learn more about iMuseum, the online portal for MNH, which provides finding aids and assorted digitised resources including Manx newspapers from 1792 to 1960. The content will continue to grow and contribute towards preserving the national memory, particularly with oral histories of Manx Gaelic speakers.



Staff from Manx National Heritage Library and Archives and Isle of Man Public Record Office with ARA North West Officers and Jon Elliott, ARA Head of Public Affairs. Photograph courtesy of Suzi Heslan

“Census returns on the island are taken every five years and have been able to be submitted online since 2016. Staff worked with the Cabinet Office to draw up a specification for these records and are working on future transfers”

Wendy also spoke about how the manuscript deposits relating to MNH site museums are being used to complement site interpretation. For example, the papers of the Quayle family from Castletown are helping to tell the story of a remarkable late eighteenth century vessel called Peggy, her boathouse and newly excavated dock.

Next, Angela Skitt, Isle of Man Public Records Officer, spoke about the impact of the Public Records Act, 1999. This legislation established the PRO, with a duty to preserve records of all public bodies, including Tynwald, Isle of Man Government departments, local authorities,

courts and schools. The service provides advice and guidance to a wide range of organisations on record keeping and retention schedules, as well as providing access to the public.

The PRO is also involved in a number of digital projects. Census returns on the island are taken every five years and have been able to be submitted online since 2016. Staff worked with the Cabinet Office to draw up a specification for these records and are working on future transfers. We also heard how GDPR and FOI legislation has increased the workload of the team, but this

“The geography of the island is a key part of its culture and heritage”

advisory role has provided opportunities for greater engagement with public bodies. The PRO and MNH are working on a memorandum of understanding for more collaboration, whilst each retaining their own identities. A joint capital bid is being considered for new archives accommodation and a PRO digital preservation project will begin shortly.

Jon Elliott, ARA Head of Public Affairs, spoke about the challenges GDPR has created for archivists and records managers, highlighting that risks remain from misunderstanding what can be kept and what can be disposed of. Chris Sheridan, CPD Programme Manager, gave an outline of the new CPD programme and the competency framework.

After lunch we had a tour of the Manx Museum, learning more about the galleries. This tour ended in the MNH Library and Archives, where Wendy showed us some of the treasures. My favourite was a collection of ‘saucy’ postcards which had been regulated by the Postcard Censoring Committee! Next on our itinerary was a visit to the PRO. Here Angela pointed out that the 5km of records in the facility were the length of the promenade in Douglas. Staff are currently working on listing plans from the Harbour Board; over 4000 were deposited in 2015. We had an opportunity to see some of them, detailing intricate designs for benches and railings. These plans are to be used in the restoration of the Queen’s Pier, Ramsey. On our way back to the airport there was time to stop at Castle Rushen, where Allison Fox, MNH Archaeologist, described the history of the castle during a tour and explained the programme of conservation works and new interpretation using archives currently underway.

This meeting not only gave us an opportunity to discover the rich history and heritage of the island, but also to learn more about best practice and collaborative working. I would like to thank all the fellow professionals we met for their wonderful hospitality.

Vicki Caren

ARA North West Region

Welcome to the records management special issue of ARC Magazine!

As the recently appointed Chair for the Section for Records Management and Information Governance I have been amazed by the breadth of skills and knowledge our members have displayed in contributing articles. The world of records management and information governance continues to be exciting and interesting. The articles in this issue reflect this excitement and interest and I hope you all enjoy reading them half as much as I have.

As more and more organisations appreciate the value of information governance there is a strong urgency to celebrate the profession and the contributions record keepers bring to organisations. It feels like every day another organisation appears in the national press after failing to comply with information governance legislation; lessons are being learnt by them and by similar institutions. However, the articles in this issue all redress the balance and showcase the positive side of information governance, celebrating what records management can bring to an organisation rather than the doom and gloom of breaching legislation. And records managers, or whichever job title is used, as Lara Moon demonstrates perfectly in her article, do bring a lot to an organisation.

It is not just our skills and knowledge of records management, but more importantly the soft skills we bring: our project planning, our business analysis, our initiative. There are too many skills to list them all here, but above all the articles in this issue demonstrate exceptionally well the three Cs of records management:

Communication, Communication, Communication.

Edward Ratcliffe

Chair, ARA Section for Records Management and Information Governance



A future for forgotten Maltese records

Charles Farrugia provides an update about changes to the management of records within Malta's public administration

A group of young professionals at the National Archives of Malta is eager to instil a culture change in the record keeping practices of government ministries and departments. Malta's legacy of historic records is disproportionate to the size of the island. The decision making processes of successive colonial rulers have been immortalised in basements full of records. Having gained its independence from Great Britain in 1964, Malta is still struggling with the management of a large quantity of uncatalogued public records.

Malta's public administration worked using parameters set by various colonial powers up to the country's independence. Following that, the island experienced gradual economic development focused mainly around tourism. Over six decades the same public administration has modernised itself to operate within EU structures. But change is ongoing! The islands are now experiencing rapid economic growth and also positioning themselves at the forefront of the Blockchain revolution. However, developments in the record keeping domain do not always follow the same trajectory as the economy.

The situation has improved considerably from when Sir Hilary Jenkinson inspected Maltese archives in 1944. At that time the islands had been devastated by the destruction of the Second World War. Following his fact-finding mission Jenkinson reported on the need to set up a national archives authority and a good framework of records management across public administration. When the National Archives of Malta was set up in 1990, the record keeping situation was quite shocking and a mentality of hoarding records was prevalent in several government departments.

The reforms carried out in the sector through specific legal measures in 1990 and 2005 provided for records officers in ministries and departments, and current legislation obliges these officers to be qualified in records management. This measure resulted in the building of collaboration with the University of Malta, the setting up of a range of records management tertiary level courses there, and the establishment of professional training in archives and records management. From the first courses in 2005 there have been regular intakes of students and a high success rate.

Some of the interesting enclosures found, courtesy of the National Archives of Malta.



“Some departments have embraced the opportunity to sort out their record keeping, but others are quite sceptical”

The National Archives of Malta has responsibility for monitoring the work of records officers and for approving all retention schedules across government. Support is provided via the records management unit, and the whole group of records officers also convenes every two months for the Records Management Forum. These sessions provide training in specific technical areas and act as an opportunity for the group to solve problems.

The feedback we are getting from records officers is quite interesting. Some departments have embraced the opportunity to sort out their record keeping, but others are quite sceptical. Considerable progress has been made in the designing of retention schedules. Finding the right balance between the obligations and emphasis of freedom of information legislation, the National Archives Act and the GDPR has been quite challenging. But it has also underlined how right the National Archives was to push this reform forward.

Officers working on the transferring of the records using our archives-branded van, courtesy of the National Archives of Malta.



The records as found at Vincenzo Bugeja Institute in August 2015, courtesy of the National Archives of Malta.





An infant's dress from the Orphanage found amongst the records, courtesy of the National Archives of Malta.

“Malta's legacy of historic records is disproportionate to the size of the island”

The process is also leading to interesting discoveries. One of these was the discovery of the records of the Vincenzo Bugeja Institute. This was a project of the Maltese philanthropist, Marquis Vincenzo Bugeja (1820-90). He established the institution in order to educate orphans in the kind of industrial crafts that would give them a future career. The five metres of records contain a wonderful diversity of record types. Amongst them we found applications to join the institute, learning materials, published leaflets from training courses, manuals on training in various skills including typesetting and printing, and even a number of artefacts. One of these is an infant dress for which we had to ask our conservators to provide us with the best preservation method to preserve it.

We are optimistic that the years to come will see more of these discoveries. Apart from this, the long-term value of this project is the decongestion of record rooms, the establishment of records management on a sound footing and also the identification of important historical records. These will further enrich the collective memory of the nation which the National Archives of Malta is duty-bound to preserve.

Charles J. Farrugia

National Archives of Malta



Nick Thomas-Symonds MP - Chair of the UK All-Party Parliamentary Group on Archives and History, addressing participants at the RecordDNA event in Westminster in November 2017. Copyright, RecordDNA.

RecordDNA: in the digital era what is the concept of the record and what implications are there for the useability of the future evidence base?

Julie McLeod and Elizabeth Lomas provide an update on a new international research network

The questions of what, in the digital era, is the concept of the record and what implications there are for the useability of the future evidence base lie at the heart of information governance agendas and delivery. We, the authors, have debated and researched the notions of records and fixity for well over a decade, exploring concepts of liquidity and digital splintering and advocating for liquidity in terms

www.archives.org.uk



Digital footprint – a snapshot of the pathway, copyright RecordDNA, available at: recorddna.files.wordpress.com/2018/07/managing_your_digital_footprint_poster.pdf



Stakeholders needed to deliver the research agenda, copyright RecordDNA. See: recorddna.files.wordpress.com/2018/07/research-agenda-for-the-digital-evidence-base-mcleod-and-lomas.pdf

of the provision of record frameworks which keep key components connected but with the capacity for information to be useable and flexible through time (McLeod, 2008; Lomas, 2013; McLeod and Lomas, 2013). In March 2017, the RecordDNA international research network was launched, bringing together cross-disciplinary, cross-sectoral stakeholders, including academics, practitioners, users and systems developers, with relevant wide-ranging expertise, in order to explore the concept of the record and the implications for the useability of the future evidence base.

In the digital world concepts commonly accepted as defining a paper record (originality, unchanging authenticity, contextualised evidence) are highly conflicted and under threat. They are being replaced by uncertainty, mutability and the notion of liquidity. The term record is ‘archaically physical’ - “the record, not the remix, is the anomaly today. The remix is the very nature of the digital” (Keen, 2007). Other complex issues surround the interrogation of evidential digital records. Many copies may exist with unclear authorship or the definitive original may disappear into a seemingly infinite cyberspace. If there are no ‘original’ records in the digital space what does this mean for the future evidence base?

Over a period of a year, and through a series of events, the RecordDNA network team, which included a steering committee, brought together stakeholders with different knowledge and expertise to explore the nature of the DNA of a digital record and work towards a new conceptualisation. The events comprised workshops and crowdsourcing activities, to ensure that participants from any community and location were able to contribute. This initial work culminated in an event in Westminster hosted by the All-Party Parliamentary Group on Archives and History. The principal chair of the group, Nick Thomas-Symonds, MP spoke at the start. He stressed the reliance of MPs, amongst others, on records “to inform debate, make better laws and hold the executive to account”. But he feared that we take their availability for granted and he therefore highlighted the importance of the RecordDNA network.

The outcomes of the network’s activities have been the identification of key challenges for ensuring the future useability of the digital records evidence base, together with a range of research needed to address the challenges. Different visions of a digital record have also been captured. These have been used to develop a series of infographic outputs aimed at different audiences and stakeholders and for different purposes.

In brief they are:

- Managing your digital footprint – a leaflet or poster aimed at anyone to raise awareness of how our digital footprint is created and considering what and where it is, and who is using it. The roadmap poses a series of questions to enable people to assess how much they know about their digital footprint and how well they are safeguarding it for the future to prompt decisions about other steps they need to take to manage it to meet their needs today, tomorrow and beyond.
- Developing a research and development (R&D) agenda to sustain the digital evidence base through time – a briefing setting out the case for an R&D agenda to address the question explored by the network. It considers the challenge in terms of people issues, technology, policy and processes, as well as ethics, rights and legal issues. It is aimed at funders, academics, practitioners and others interested in undertaking research and developing collaborative partnerships to tackle this ‘grand challenge’ in order to sustain the shifting evidence base through time.
- What is a record? Differing visions and perspectives – a wallet containing different visions and perspectives on the nature of a record that emerged from the network. It is aimed at students and professionals to spark debate, discussion, research and processes for the maintenance of the digital evidence base through time.

The resources are freely available at recorddna.wordpress.com and colour hard copies are available, email: e.lomas@ucl.ac.uk We are interested in working with others to further deliver on this agenda and we hope that this network will continue to evolve.

Julie McLeod

Northumbria University

Elizabeth Lomas

University College London

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Flying solo

Lara Moon provides some useful tips on how to survive as a lone professional

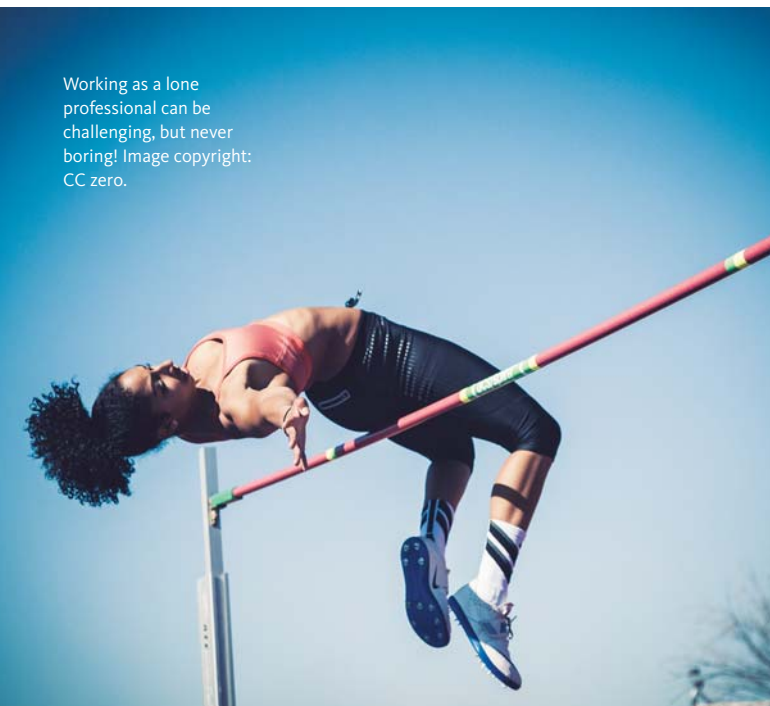
Archivist, conservator, records manager, information security manager, data protection officer: I do them all. My job title may say data and administration officer, but it means so much more. The role I applied for is only a tenth of the job I do now, having changed to meet the needs of the business. Furthermore, I do this all on my own. Speaking to other lone workers from our profession it is reassuring to know that I am not the only one.

In the current climate professionals in our industry are having to become more and more adaptable. Our job titles do not fully explain our roles, and this is especially true for those information professionals who work alone. Every day in the office can be different, reacting to the requests from various colleagues. It is challenging and sometimes stressful but never boring! Walking into the office not knowing how the day will pan out is both scary and exciting. But I can always be sure I'll be busy!

When you are a lone worker, surrounded by colleagues from other disciplines who do not fully understand your skills, how do you cope?

“There are always others out there who can help”

Working as a lone professional can be challenging, but never boring! Image copyright: CC zero.



“In the current climate professionals in our industry are having to become more and more adaptable”

To-do lists

There is nothing more satisfying than crossing something off your to-do list. No matter how long the list is, it helps me to keep a note of all the things I need to look at and helps me to manage my workload and my time.

Prioritise your workload

Once I have my to-do list I am then able to prioritise what needs to be done and when. I always try to give myself a deadline to work to in order to keep me focused. Once I know my deadlines I am able to prioritise the jobs that need to be completed first. Understandably deadlines and priorities may change but it is useful to have a rough plan of action.

Plan your time

I try to prioritise my workload into timescales that are achievable, whether that is a day, week, month or year. It is always good to have a plan of what you want to achieve in a specific timeframe so that when colleagues ask for a finish date you can give them some guidance. I have a long-term plan for all the projects I want to complete, broken down into smaller chunks of time to ensure they can be achieved. Remember your plan is

not set in stone. Unforeseen circumstances may mean you have to be flexible with your workload.

Manage colleague expectations

You are only one person with a set amount of time available. People need to understand that. It is great having your to-do lists, prioritised workload and plans but if someone comes along and asks “why hasn’t this been done yet” or “when will you do this” it is hard to keep your cool. Try to raise awareness within the organisation of what you do and promote your deadlines so that people know what to expect and when. Every person thinks their job is the most important and needs to be completed the soonest. Sometimes a gentle reminder is needed that you service the whole organisation. Reassure them that you will complete their task and that they will not be forgotten about. The work will get done, just ask for their understanding and patience, especially during busier periods.

Don’t be afraid to say no

Managing expectations may sometimes require you to say no to someone. If the request is outside your jurisdiction or your workload is just too full then don’t be afraid to say no. People don’t like to hear it so try to find a productive way to refuse them. Perhaps suggest someone else that would be able to help or ask them if it could wait until you are more capable of doing it? There are obviously some situations where saying no isn’t appropriate so be wary.

Don’t panic

In the words of the Hitchhiker’s Guide to the Galaxy, don’t panic! When you are working on your own you can come under a lot of pressure and it can be very overwhelming at times. Don’t panic that Project A is running late or Mr Smith is still waiting for a reply to his email. People need to understand that being a lone professional is difficult. Take a breath and do your best.

Sometimes no matter how hard you try you get buried under work and the stress begins to mount. At times like that remember the other lone professionals. Reach out to them via social media or professional organisations like the ARA. There are always others out there who can help. Maybe then we won’t feel so alone.

Lara Moon

Latimer Hinks Solicitors

An information governance strategy for the Office of the Clerk of the House of Representatives, Wellington, New Zealand

Deborah Young outlines how the development of this key strategy has improved the organisation's management of its records

New Zealand's capital city Wellington is a windy place, and when a calm still day follows a few windy days it feels like the city has been given a good clean, with the wind having dusted and vacuumed the streets and foreshore. Everything feels fresh and purposeful.

In late 2016, the Office of the Clerk's Senior Leadership Team (SLT) decided it was time for a good dusting and vacuuming of its approach to information and records management (IRM), and they commissioned an independent review. Whilst the review report noted that Office of the Clerk (OOC) staff were doing a lot of good work to manage their information, a more structured approach was recommended, including a strategy to take the OOC forward.

I joined the OOC in May 2017 and found the existing IRM staff doing a great job getting the day to day work done, so my brief was to stand back and work out, 'where to from here?' The result was a six month plan to



The Debating Chamber at New Zealand Parliament buildings, source: Office of the Clerk of the House of Representatives, New Zealand

address some 'quick win' tasks, a 2018-2020 plan to get the key foundations of a more structured approach in place, and lastly a piece of work - currently called '2025' - to look ahead.

To achieve the goals of the 2018-2020 plan, we needed some key foundations in place and the first of these was an information governance strategy (IGS) which would:

- provide direction by setting goals and principles for managing information, thus
- enabling the OOC to be proactive, which would
- allow for better planning, delivery and review of work, which would
- enable the OOC to measure progress towards the goals and the effectiveness of the principles, resulting in
- well-managed information meeting day-to-day business needs and legislative requirements.

The work required to achieve this moved through three phases.

Phase 1: Preparation

This included talking to the leadership team, managers and staff, asking how people manage information now, discussing issues and listening to people's ideas. This was supplemented by research on information governance.

Phase 2: Consolidation

Here we brought together all the information we had gathered and started to break it down into ideas about what an information governance strategy could look like in the organisation. We decided we needed to know:

- What were the key goals for information governance at the OOC?
- What did we need to have in place to achieve these?
- Were there some key principles to guide how to achieve our goals?

Parliament buildings, New Zealand,
source: Office of the Clerk of the
House of Representatives, New
Zealand



We used brainstorming sessions to help answer these questions. The results were four information governance goals, a four part information governance structure and ten key principles. We decided we wanted to present these in a strategy document that was short and clear, something people could read in a couple of minutes.

We included a scope note to ensure that staff understood that the strategy covered information in any format that was held, produced, created or received, and a brief explanation of how the strategy would be implemented. We also decided that we would be satisfied if we could get it 80% right to start with, and then we would review it in one year.

Phase 3: Drafting, Sign Off and Communication

There were several rounds of drafting, consultation and redrafting before the document was ready to go to the SLT. We also provided the SLT with a covering paper that set out the

background to the strategy and what we wanted to achieve.

The End Result

This was just over a year ago and the Office of the Clerk of the House of Representatives information governance strategy is now having its first review. The strategy has provided a common understanding of how we deal with information and has helped us to:

- agree priorities
- be proactive, not reactive
- plan better and think further ahead
- put more emphasis on the planning stages of each piece of work, and
- have better conversations with staff who want support and assistance.

We are seeing the benefits in a more structured and better planned approach to information, its management and use across the OOC. When a proposal doesn't match the goals, direction and principles of the IGS, we can step back and ask more questions, have more

conversations and do more research before making decisions.

The current review is likely to leave the four information governance goals and the four part information governance structure unchanged. However several of the key principles will be reworded because some of the original wording focused too much on issues that were important a year ago; they will be more useful if the wording is more generic.

If you have any questions about the process we used to develop our information governance strategy please contact me: email: Deborah.Young@parliament.govt.nz

Deborah Young

Office of the Clerk of the House of Representatives, New Zealand

Every day is a SharePoint school day

In 2016, I wrote an article for this special edition of IARC magazine called ‘Implementing SharePoint’. Well, by the time you read this article my organisation will have migrated to Microsoft Office 365 (O365).

To bring you up to speed, we were trying to deploy SharePoint 2010 corporately. However, we were also thinking about perhaps using SharePoint 2013 instead. Then there was the ‘cloud vs on premise’ debate. So now it’s all systems go with a cloud-based O365 implementation project. In the O365 spirit of collaboration and sharing, here are the things I have learnt along the way:

1. Speak to as many colleagues as you can about their O365 experience

Seek out colleagues in other organisations who have already migrated to O365. They have a wealth of experience you can tap into. Although each migration may be different for a variety of reasons, you will be surprised how often the same messages keep being repeated. Make time to visit them and get a demonstration of what they have.

2. Get yourself on to the project team

Yes, it is an IT project. But it is an IT project to implement a collaboration space which is primarily a document repository. So why wouldn’t a records and information manager want to be involved? If you do not get involved, then you will just get something you do not want and cannot use (in terms of content lifecycle management).

3. Get an O365 expert to work with

Things in the IT world change fast, and you cannot be expected to keep up with everything on top of your day job. Make sure you get some O365 expert support that you can call on frequently as you will have lots of questions that need answering.

4. Think about your information architecture

How do you want users to save information going forward? This is your ideal opportunity to put in place

“Get your IT supplier to provide you with as many data analysis reports on your shared and personal drives as you can get.”

the controls you want from the start. O365 allows lots of document sharing internally and externally, so you need to think about when you want to do that and when you would not.

5. Don’t underestimate the importance of a data migration strategy

You have decided where users are going to store information post-migration but what about all the legacy stuff? You need to decide if you are going to migrate it all over to O365 and if not, what to leave behind and how you are going to access it post-migration.

A good bit of advice is to get your IT supplier to provide you, as soon as possible, with as many data analysis reports on your shared and personal drives as you can get. Reports should include:

- data volumes (size and number of files) of each of your shared and personal drives
- the date files were last accessed
- the date files were last modified
- large files, file formats and their location on shared and/or personal drives.

Basically, you need to consider how you are going to identify who the big data users in your organisation are, who to target for doing a bit of pre-migration clearing out, and which areas are going to be an issue with regard to the data migration plan. Have all the reports at your fingertips for when they are needed at short notice.

Lessons learnt from an O365 implementation project, image copyright: CC zero.



“Now it’s all systems go with a cloud-based O365 implementation project”

6. Communicate

Keep telling your colleagues how things are going and what to expect. Demonstrations are the best method as they give staff the chance to see the brave new world in a live environment rather than as part of a multi-paged PowerPoint presentation or project plan.

7. Think about the user’s ‘day one’ experience

Although the aim is to embrace the new technology, most users will initially want to carry on with the work they were doing yesterday to meet important deadlines. So familiarity is key. There is plenty of time afterwards to show all the new features O365 brings, so do not overload people from the start.

8. Be ready to change the way you used to do things

O365 brings a wealth of new functionality which needs to be considered from an information management/

security/governance perspective. Be prepared to embrace these new changes and help users discover the benefits whilst you keep an eye on the records management aspects in the background.

9. Specialist training

Try to get as much additional training as you can, especially concerning things like the Compliance Centre and Microsoft Teams.

10. Expect the unexpected

Finally, O365 is ‘evergreen’, so unless you keep up with Microsoft’s roadmap (and a good way to do that is to keep an eye on the Microsoft website), then be prepared to come in on a Monday morning and find you have another application to learn how to use and, perhaps more importantly, learn how to control from a records and information management perspective.

Jason King

Ministry of Housing, Communities and Local Government

RMIG June 2018 training event

Natalya Kusel reports on the section's AGM and training day

On 21 June 2018, the ARA Section for Records Management and Information Governance (RMIG) held a half-day training event and AGM at the Ministry of Housing, Communities and Local Government in London.

The first speaker was Chris Sheridan, CPD Programme Manager at the ARA, who discussed the role of professional bodies, and provided an overview of the ARA Professional Development Programme (PDP). Chris discussed the ARA's competency framework, which sets out competencies and levels of experience for professionals and volunteers working within the archives, conservation and records management sector. He described the process for members to qualify as a Foundation, Registered or Fellow member of the ARA.

The presentation highlighted that the programme is flexible and practical, relevant to individuals in a range of roles at different points in their career. It can be used to plan individual and team professional development, and validate professional status to employers. Applicants do not need to submit evidence of every competency. Instead, they can select a sub-set of competencies based on the level they are applying for and what is most relevant to their specialism. Additionally, the wording of competencies is broad, for example 'working with people', which makes the process of supplying evidence easier. Full information on the programme is available at: www.archives.org.uk/cpd/professional-development-programme.html



Delegates heard about how to mitigate common personal data breaches, image copyright: CC zero.

Next, Tim Callister from Iron Mountain UK presented on how to deal with (and avoid!) personal data breach incidents. He began by highlighting common ways personal data breaches occur. These include process failures, external threats and bad actors, such as a disgruntled employee. He described key steps to take in the 72 hours after discovering a breach: (1) gather as much information about what happened and why; (2) define what has happened, who is affected and determine the impact; and (3) inform data subjects and the Information Commissioner's Office (ICO).

The presentation included a number of tips for minimising the risk of personal data breaches and coping when incidents occur. For example, carrying out privacy impact assessments, maintaining a register of processing activities, minimising the personal data collected and securely disposing of this as soon as it is no longer required. Just as you might have a disaster plan, or fire drills, Tim recommended creating a 'data breach

task force', which carries out practice drills using likely personal data breach scenarios. For information on common personal data breach incidents, visit: ico.org.uk/action-weve-taken/data-security-incident-trends/

The final speaker was Alan Shipman from Group 5 Training Limited. As a member of the ISO committee overseeing the development and revision of records management standards, Alan provided an insight into working with colleagues from around the globe to produce standards. He explained that this presented both opportunities – such as different perspectives on common issues – and challenges, for instance standardising terminology. Delegates heard about the standards currently under development. There is a useful list of these on the committee's webpage: committee.iso.org/home/tc46sc11

In addition to buying published standards, Alan explained that there are a number of ways for people to view draft standards.



From physical to digital: adopting consistent policy for greater compliance and peace of mind

Tim Callister offers some tips for digital transformation projects

The information landscape has become varied, multi-layered and complex. The volumes of data and physical documents continue to grow unabated. For many organisations, the challenge is not in recognising the need to get their information under control, rather it is not knowing how to get started on their journey.

If your organisation is undergoing or considering a digital transformation here are my top tips for reducing the cost, effort and stress!

Take the opportunity to review the record retention policy

If your policy isn't providing consistency between physical and digital records, there is a strong chance that those physical records will become unmanaged and uncontrolled digital records in no time at all. Make sure it is updated with reference to specific legislation or business rules, and that you explain clearly why those rules apply and when they come into effect.

Make sure the business can operate to the policy

Many organisations define the rules then don't test them. The best way to embed a retention policy into your organisation is to design and test an operating model that they understand, which is flexible to how they

work, and encourages disposal at the end of each process.

Being able to provide evidence to a regulator that there was a process and someone didn't follow it will show that you tried to get people to do the right thing.

Does the digital solution help or hinder the process?

I have spent many years listening to IT companies explain why their system can't delete data, or can't record that it has deleted data, or doesn't actually delete the data when the user pressed delete.

These kinds of systems undermine your efforts to move to a truly digital way of doing business. It is important to review where and how digital records are stored, and if they can be managed in a way which you can rely on and which enables you to trust the records' integrity.

Iron Mountain are running a series of free webinars this November and December with education from its wide range of customers on this and related subjects. Find out more at: www.ironmountain.co.uk/resources/landing-pages/p/physical-meets-digital

Tim Callister

Iron Mountain UK

These include the BSI website, www.bsigroup.com, where draft standards are published online for three months to allow public comment; being part of an organisation which contributes to standards and is able to share these with members; and through the ISO's Online Browsing Platform, which is a database of both final and draft standards: www.iso.org/obp/ui

The day was rounded off with the section's annual general meeting. Over the last year, the executive committee oversaw improvements to the section's webpages, adding links to important sources of information. On the communications front, three newsletters were distributed, while the section chair contributed an article to the ARA journal. The section also held two events, one audio conference on change management, and an in-person training seminar in London. In the coming year, there are plans to hold an audio conference on GDPR in November and explore options to partner with other committees for in-person training. The executive committee plans to continue to produce the regular newsletter and to contribute to special editions of ARC Magazine.

Many thanks to the speakers and to all those who attended for making this such an interesting day!

Natalya Kusel

Latham and Watkins

International standards and records management

Alan Shipman gives an overview of the range of relevant standards which are being produced

Around 20 years ago, ISO (the International Organization for Standardization) decided to set up a sub-committee (working under the 'Information and Documentation' Technical Committee) to look at the standardisation of records management policies and processes. It was allocated the designation of ISO/TC46/SC11. Since then, the sub-committee has met 34 times in locations around the world. Now the sub-committee is the proud owner of one well-known 'foundation' International Standard and a number of lesser-known publications.

ISO 15489 Records Management was first published in 2001 as a two part publication. Part one contained general requirements and part two contained guidelines. These two parts were very well received by those practising records management, and the standard was translated into a number of different languages.

In 2016, ISO 15489-1 was republished with an updated scope. The title of this publication is 'Records Management – Concepts and Principles'. Its objective is stated as follows:

“This part of ISO 15489 establishes the core concepts and principles for the creation, capture and management of records. It sits at the heart of a number of International Standards and Technical Reports that

provide further guidance and instruction on the concepts, techniques and practices for creating, capturing and managing records”.

Thus, the new part one gives formal definitions for many of the words used in the records management world, as well as introducing the concepts of:

- records and records systems
- policies and responsibilities
- appraisal
- records controls
- processes for creating, capturing and managing records.

As part of the development of the new publication, it was decided that the 'guidelines' document would be withdrawn and a number of topic-specific publications would be produced. This process is now in full swing, and will result in updates to existing and new publications.

Records systems

In 2010, ISO 'republished' the International Council on Archives (ICA) publications on principles and functional requirements for records in electronic office systems as ISO 16175 (three parts). These three parts related to:

- overview and statement of principles
- guidelines and functional requirements for digital records management systems
- guidelines and functional requirements for records in business systems.

As part of the development of ISO 15489:2016, it has been decided to revise

ISO 16175 into two parts, with parts two and three combining to produce a new part one, and the old part one becoming part two. This work is ongoing, and has a target publication date of 2020.

Appraisal

This is one of the topics that caused significant discussion within the sub-committee. In the UK (and in many parts of the world), records are traditionally 'appraised' at the end of their retention period, to determine the action to take (e.g. destroy, archive or retain for longer). However, in other parts of the world, business systems are 'appraised' to determine records requirements (e.g. which records to create and retain). A new guidance publication is currently undergoing the ISO publication process based on the 'business systems appraisal' process. It will be published as ISO/TR 21946.

Enterprise architecture

A group of enterprise architects has worked with the records management sub-committee with the objective of producing guidance for their peers on how to integrate records requirements into business systems. This work is nearing completion, and will be published as ISO 21965.

Records management in the cloud

This project is at an early stage in its development. The objective is to publish guidance on the issues and concerns related to the storage of records in the cloud. The current draft includes information about different types of



The ISO sub-committee brings together experts from around the world, image copyright: CC zero.

services available from cloud solution providers, some example use cases, and a discussion on the risk factors that need to be taken into account (including social and legal risks). This will be published in due course as ISO 22429.

Management system series

It is important for organisations to keep records of their decision-making processes and maintain a documented trail of actions taken. This good practice can aid efficiency, can help to manage risk, and nurture repeat business. Also, when faced with litigation or investigations, good records management allows organisations to retrieve information so that they can ascertain which decisions and actions were taken and why.

The ISO 30300 series (currently consisting of ISO 30300, ISO 30301 and ISO 30302) constitutes a reference point for records management, establishing organisational requirements for:

- policy and procedures
- roles and responsibilities
- design of a management system for records
- evaluation of performance and improvement.

As a publication in the ISO Management System series (which includes such publications as ISO 9001 (Quality Management) and ISO/IEC 27001 (Information Security Management)), this allows for the development of an overall organisational management system which includes records management as a key requirement.

Others

The Records Management Sub-Committee also has publications or current work on:

- digital records conversion and migration (ISO 13008)
- disposition of records (ISO 13028)
- trusted third party repository for digital records (ISO 17068)
- risk assessment for records and records processes (ISO 18128)
- metadata for records (ISO 23081)
- work process analysis (ISO 26122)
- blockchain (under development).

Further information on each publication can be found on the ISO website at www.iso.org. For up to date news of the Records Management Sub-Committee, see committee.iso.org/home/tc46sc11.

Alan Shipman

Group 5 Training

Getting data protection right – implementing GDPR

Kevin Wilbraham describes his organisation's careful and innovative GDPR preparation

Like other organisations that process personal data, the City of Edinburgh Council had to prepare for the introduction of the EU General Data Protection Regulation (GDPR) and Data Protection Act 2018 which came into force on 25 May 2018. Whilst often portrayed as revolutionary in data protection terms, it is more accurate to describe GDPR as an evolution which builds on previous legislation. Nevertheless, in introducing new rights and responsibilities, GDPR required careful planning and preparation, which was rather challenging when legislation was being prepared up until the last minute, and the Information Commissioner's Office was publishing guidance every week!

In Edinburgh, GDPR implementation was led by the Information Compliance Team which is part of the Council's Information Governance Unit. Fortunately for the Council, the compliance team had boundless energy and enthusiasm, and used innovation whenever possible to get the message across. Data protection is important and not dull!

The Information Compliance Team developed an implementation plan which was agreed by the Council's Corporate Leadership Team in August 2017. Viewed as a major transformational

project, the plan was managed through the Council's Change Board to provide governance assurance and much needed project discipline given the tight timescales. The Council's Senior Information Risk Owner also established a GDPR Challenge Group which provided a useful forum to discuss progress and issues. It also proved to be quite cathartic for those involved in the day-to-day management of the project.

Awareness is key for any new initiative or project and the team excelled in making people aware of GDPR and its likely impact on them. Management teams were briefed, bespoke training was given, a GDPR e-learning module was launched, and regular communications went out. But the fortnightly 'cake and compliance' sessions were the major hit. The Council's Information Compliance Manager, Sarah Hughes-Jones, is not only a data protection expert, she is also a wonderful baker. Session feedback, as you can imagine, was very positive! All in all, the team conducted over 170 awareness and training events. A voluntary survey launched in February to test GDPR awareness received over 567 responses confirming high levels of knowledge and understanding. It was the highest ever take-up of a voluntary survey within the Council.

A key provision under GDPR is the need to demonstrate compliance. This requires a robust data protection framework of policies and procedures, and the Council was fortunate to have much of this in place following a consensual audit by the Information Commissioner's Officer in 2015 (though it didn't feel fortunate at the time). We were able to build on this and introduce new mandatory requirements, such as the recording of processing and better



“ The compliance team had boundless energy and enthusiasm, and used innovation whenever possible to get the message across ”

Front cover of the awareness raising leaflet produced by City of Edinburgh Council. Copyright: City of Edinburgh Council.

privacy information, letting people know how we use their data and why.

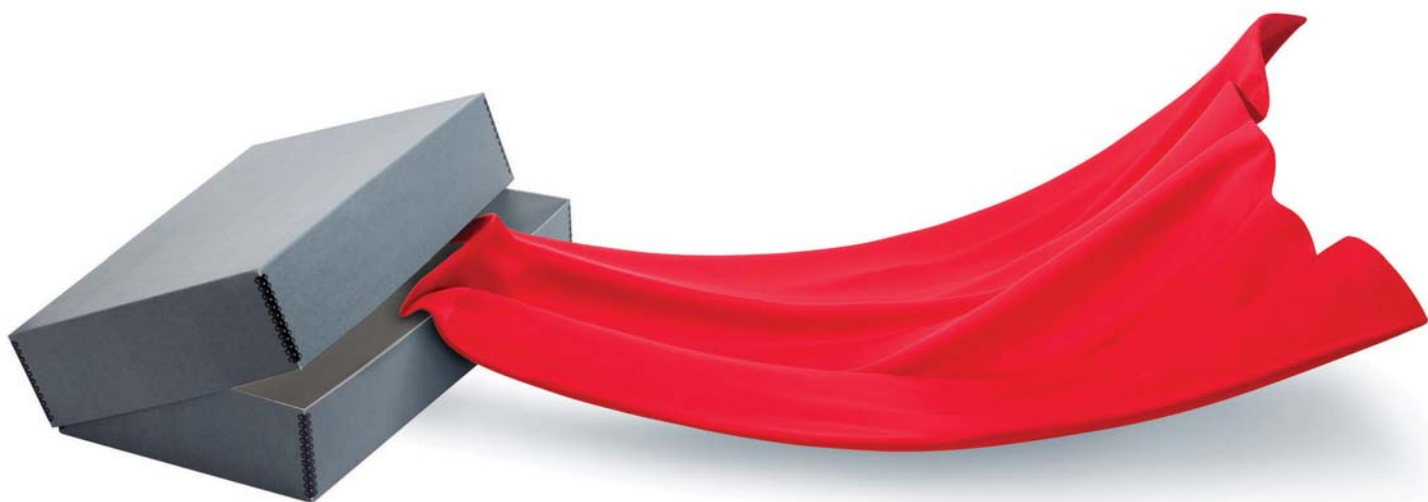
The main workstream of the implementation plan was to review current data protection arrangements across the Council and to assess readiness for the new legislation. The emphasis when undertaking the review was on direct engagement to get a real understanding of the issues and what was required to make things better. Two additional temporary members of staff were recruited to help with this work, and their tireless efforts resulted in the issuing of ninety-four detailed reports with improvement recommendations. To meet those recommendations, each service has developed an action plan which sets out timescales and staff responsibilities.

Whilst the Information Commissioner's office does not expect organisations to be fully compliant with GDPR in the short term, they do expect plans to be in place towards achieving compliance. To this end, the Council's review has served its

purpose, though there is still much work to be done as the Council continues to mature its data protection arrangements.

There is obviously a huge sense of relief in the Information Governance Unit that 25 May 2018 passed without incident. However, the challenge now is to maintain momentum and capitalise on awareness of GDPR. That means continuing to tackle some of the myths about GDPR, particularly the one that says you can't do that because of data protection. While promoting the 'GDPR song' (to the tune of YMCA) was perhaps an innovative step too far, members of the Information Compliance Team deserve enormous credit for their hard work and dedication to the cause. These are skills which will be needed as they gear up for the next challenge: processing personal data in a post-Brexit era.

Kevin Wilbraham
City of Edinburgh Council



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