

Full Disclosure Prioritisation Study
Final Report

***Cultural
Heritage
Consortium***

Full Disclosure Prioritisation Study

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Executive Summary

The report of the Full Disclosure Prioritisation Study is based upon a wide-ranging consultation and literature review exercise as well as a Conference to share the findings of the Study with a wide range of professionals and practitioners and to ask for comments on the draft Study report. The report has four main sections: a consideration of key issues and constraints; an exploration of recommended criteria to be used in the assessment of funding applications; an implementation plan outlining identified priority areas for funding; and some broad conclusions and recommendations.

The priorities for Full Disclosure need to be established within a context that is being shaped by a wide range of national and international initiatives and funding schemes, many of which support the retrospective conversion of catalogues. They are described in Appendix A of the report.

In **Section 2** issues and possible constraints are considered which emerged from the consultation process and the literature review. Considerable consensus across domains and sectors is evident on some issues, while in others clear divisions can be identified, particularly between the library and museum domains.

The report makes the following recommendations:

- 1) Institutions should identify and prioritise those collections that remain entirely uncatalogued as a basis for possible collaborative dialogue with other institutions or regional coordination of priorities (2.1).
- 2) To ensure that diversity of views on defining 'collections' does not impede collaboration on retro-conversion and cataloguing / documentation work, collaborating institutions should adopt pragmatic and flexible attitudes; disclosure and increasing public access should remain the overriding aims (2.2).
- 3) Access to electronic records needs to be placed within the context of a wider institutional physical access strategy (2.3).
- 4) Further collaboration at a national strategic level should be undertaken to develop the required controlled vocabulary, building on the work of the HILT project (2.3).

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- 5) Resource should be encouraged to develop a co-ordinating role in national standards of collection care and stewardship, to which organisations from all three domains can commit (2.7).
- 6) Collection description and location (mapping) as a centrally coordinated activity is already a strategic objective for Resource. An implementation agency now needs to be identified or established, capable of taking this coordination forward (2.8).
- 7) Regional cross-domain strategic organisations should identify gaps in the provision of information and communications technology and encourage the development of collaborative partnerships with those smaller institutions that require improved technical skills in order to meet appropriate standards and basic record requirements. (2.9)
- 8) Funders should be made aware of the need to remain flexible in the provision of grants, to ensure that the smaller, less advantaged institutions are given the appropriate help, guidance and support required to participate in funding opportunities (2.10).
- 9) Training and skills development in identifying project funding opportunities and the preparation of successful project proposals should be incorporated into continuing and professional education programmes (2.11).
- 10) Funding bodies inviting proposals for digitisation projects should also emphasise the necessity for investment in record creation to underpin digitisation activities (2.13).
- 11) Urgent consideration should be given to ways in which training and professional education related to cataloguing and documentation skills can be improved and coordinated across the three domains (2.15).
- 12) A mechanism should be sought which would ensure that a core of qualified staff is always available to assist in the implementation of Full Disclosure projects, such as a cataloguing 'hit squad' or coordinated pool of expert personnel (2.15).

In **Section 3** the report concludes that to facilitate better access to the nation's cultural heritage by creating a sustainable, comprehensive, digital record, certain basic criteria should be met by all retrospective cataloguing, documentation and conversion activity.

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These **recommended** threshold criteria are concerned with standards and interoperability, accessibility and sustainability. They represent a threshold that all planned activities must surmount if they are to be considered for funding.

On the basis of consultation the report **recommends** a further five specific criteria against which all applications should be assessed. These criteria are:

- **The relationship to other collections.** It is very difficult to assess the significance or importance of a collection in absolute terms. It is more practical to consider the merits of individual collections in relation to others.
- **The institutional context.** It is equally important to consider each application within the context provided by the institution making the bid. Funders will need to be assured that collections will be looked after properly and managed effectively.
- **Potential use.** The size of an existing or potential group of target users is clearly important. As a general rule, therefore, resources should be channelled towards the projects that will bring the greatest benefits to the largest numbers of people.
- **Collaboration.** Collaborative cross-sectoral and cross-domain projects are especially desirable as they enable the sharing of expertise, experience and resources. Such joint working particularly benefits smaller institutions that lack the resources required to undertake retrospective conversion, cataloguing or documentation.
- **Value for money.** Resources will always be limited and the scale of the retrospective cataloguing and conversion task is considerable. Applicants should, therefore, be able to demonstrate that they will maximise value in return for the money that funders make available to them.

In **Section 4** the report presents an Implementation Plan. Here we describe a list of identified priorities for Full Disclosure that have emerged from the Study, which should provide the basis for a nationally co-ordinated programme of retrospective conversion and cataloguing activities. These priority areas for funding retrospective catalogue conversion and retrospective cataloguing can be viewed and categorised from several different perspectives:

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- **Significant collections and themes**, which cut across domain boundaries and sectors, and include
- **Types of material**, irrespective of their location, considered a high priority for Full Disclosure because they are either at risk or there is a particularly high volume of uncatalogued items because they require more specialist work.
- **Domain specific priorities** identified within the archives, libraries and museums communities.
- **Broad subject themes**, which cut across the domains and encompass all types of material.

The Implementation Plan also provides potential applicant institutions and funding bodies with a checklist tool, based on the recommended prioritisation criteria, against which institutional and project priorities may be assessed.

In **Section 5** the Consultants conclude the Study with a number of broad recommendations, including:

- lobbying and persuading potential funders of the key importance of Full Disclosure activities to improving public access to, and thus making full use of our cultural heritage collections, should be the highest priority for the FDIG or any successor implementation agency (5.1);
- to facilitate the emergence of collaborative project proposals, urgent attention is given to addressing and resolving constraints on collaborative activities, such as the difficulties of mixing funding regimes and the lack of immediate consensus on such issues as standards (5.5);
- the priority themes, types of material and subject areas should be addressed immediately in projects for funding, on a single institution or single sector basis if necessary, while constraints on collaboration across domains are overcome, as they are legitimate national and regional level priorities (5.6);
- the FDIG should explore with Resource the feasibility of handing over responsibility for undertaking the programme of implementation activities outlined in Section 4 of this report, or give active and immediate consideration to ensuring that an effective management and executive agency is in place to take forward a programme of activities (5.7).

1 Introduction and Context

Full Disclosure is a cross-domain initiative, the key objective of which is to facilitate better access to the nation's cultural heritage by creating a sustainable, comprehensive, electronic catalogue.

In June 2001 the Full Disclosure Implementation Group (FDIG), with support from the British Library Cooperation and Partnership Programme (BLCPP), the Consortium of University Research Libraries (CURL), the Library and Information Cooperation Council (LINC), Resource and the Research Support Libraries Programme (RSLP), commissioned the Cultural Heritage Consortium¹ to undertake a study to assess priorities for the retrospective conversion of catalogue and documentation data and the retrospective cataloguing or documentation of non-current acquisitions in libraries, archives and museums in the UK. The Study Brief can be found in Appendix B.

This Report, submitted to the FDIG in February 2002, presents the findings of the Study and the recommendations of the Consultants in four parts: Section 1 describes the methodology and sets the context for prioritisation (expanded in Appendix A); Section 2 considers a range of key issues which emerged during the consultation process, demonstrating the diversity of experience and opportunity across the three domains, and makes recommendations as appropriate; Section 3 presents an analysis of the criteria which are recommended to establish priorities, based upon consultation across the cultural heritage and higher education and research sectors. Section 4 presents an overview of the broad and themed priorities identified during the course of the Study and offers a matrix tool – *Prioritisation Assessment Matrix* - for potential funders and project proposers.

The Cultural Heritage Consortium would like to thank all those who contributed their time and insights to this research Study through interviews, attending meetings, written comments and participation in the conference.

¹ The Cultural Heritage Consortium (www.cultural-heritage.org) consultants were Julie Carpenter (EfC), Helen Forde, Alice Grant (Alice Grant Consulting), Nick Moore (Acumen). EfC managed the project on behalf of the Consortium.

1.1 Methodology

The FDIG guided and contributed to the Study. A small Management Group provided direct supervision of the research. The list of members of these groups is attached as Appendix C.

1.1.1 Literature review

The Study began with a comprehensive review of published and unpublished literature since 1994, and of documents and information posted on a range of web sites. A list of principal references and a glossary of terms is provided at the end of the report. The initial literature review formed the basis for a consultation paper summarising possible criteria and approaches to the assignment of priorities for retrospective conversion of catalogue and documentation records and for cataloguing or documenting existing collections.

The outcomes of the literature review have also informed this report, and key documents are referenced in the text of the following Sections. The identification and review of relevant documents and new publications continued throughout the study, with the results feeding into both consultation and deliberations by the Project Team.

1.1.2 Consultation with stakeholders

The consultation paper was amended in the light of comments from the Management Group and the FDIG. This paper was then sent out to up to 70 professionals and institutions prior to making appointments for interviews. At a later stage in the Study it was posted on the British Library's Concord web site and sent to a range of discussion lists requesting e-mailed or faxed comments and submissions from the wider professional community.

Institutions and professionals

A list of professional interviewees was drawn up in consultation with the Management Group and the FDIG. The final list of those interviewed is attached as Appendix D. In addition to interviews, two meetings to discuss the issues raised in the consultation paper and progress on the Study were organised by the North East Museums, Libraries and Archives Council (NEMLAC). The British Library also invited the members of the Full Disclosure Partnership Group to attend a Focus Group meeting on the issues. This Group includes representatives from libraries, archives, museums and the associated professional bodies.

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Users

A slightly amended version of the consultation paper was also used in the running of 3 Focus Groups of users of library, museum and archive sources and services. The first of these was organised in collaboration with the National Maritime Museum, with 5 of their regular users; the second at the Public Record Office with 6 researchers, and the third in collaboration with the Hornsey Historical Society, with a group of 5 members.

1.1.3 Full Disclosure: Priorities for Action Conference

The Conference held on 28th January 2002 at the British Library Conference Centre was organised to share the findings of the Study with a wide range of professionals and practitioners; to ask for comments on the draft Study report; and to outline FDIG plans to take the recommendations of the Consultants forward, including possible national and regional funding models to be pursued.

This final report has been amended to reflect many of the points raised by Conference delegates.

1.2 The Context for Prioritisation

The priorities for Full Disclosure need to be established within a UK and international context that is being shaped by a wide range of initiatives and funding schemes. Many of these support the retrospective conversion of catalogues as a first, and necessary step towards electronic delivery of the cultural heritage.

The implications for Full Disclosure of the forthcoming Government legislation **UK Freedom of Information (FOI) Act 2000** and the **Electronic Government in the UK (e-Gov)** initiative could be significant. The impact of the e-Gov regulations is already being felt in local record offices and other government archives.

The government's new initiative **Culture Online** has a vision for harnessing digital technology to enhance access across the cultural heritage sector, and commissioned digitisation projects will inevitably focus also on metadata and documentation to support information retrieval.

The **Research Support Libraries Programme (RSLP)**, and the successor strategy to be formulated by the Research Support Libraries Group (RSLG), has started the process of "improving the availability of information about research materials and their descriptions, building on Full Disclosure" for the higher education world.

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The **Heritage Lottery Fund** is currently the most significant funding body for the UK cultural heritage sector and has a track record of funding cataloguing projects for archives and libraries. It is currently developing its strategic plan for the next 5 years and has indicated that it is seeking to open up heritage resources by funding projects that make available for viewing or use material which is currently inaccessible.

Similarly the **British Library Cooperation and Partnership** (BLCPP) programme has funded practical cooperative projects, many of which have involved mapping initiatives or been concerned with improving networked public access to catalogues. Projects based on the mapping exercises and Full Disclosure identified priorities, should have a sound argument for funding.

Coordination of effort and the establishment of standards of care are issues being addressed by **Resource**, which is developing into the strategic leader in the cultural heritage sector. It has stated publicly (Resource 2001) that “significant cataloguing and documentation backlogs are associated with too many important collections. We will ensure that all institutions have eroded their cataloguing backlogs or, at least, have well founded plans to do so, within the next five years”. As a statement this provides a foundation for cooperation with the Full Disclosure initiatives. Resource is represented on the FDIG.

The new **Collections management strategy** (Resource, 2002) will also offer support for the need, identified across all three sectors, to match cataloguing initiatives, and therefore enhanced access, with appropriate care and collection management. Additional strategic leadership has come from the **Designation Challenge Fund** for museums, assisting in the management of collections of pre-eminent national and international importance in non-national registered museums. A recent report has recommended, “the Scheme should be extended to libraries and archives. The focus should be on special collections in libraries and on archival “treasures” (Resource 2001g).

Other initiatives that will underpin Full Disclosure prioritisation include the recent report on **Renaissance in the Regions** (Resource 2001e), which proposes the development of regional hubs, and which will strengthen the case for regional collaboration for Full Disclosure projects and possibly unlock regional funding. The Full Disclosure initiative is also mentioned in two Resource strategy documents **Building on Success: An Action Plan for Public Libraries** and **Developing the 21st Century Archive** (Resource 2001a and 2001e).

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The **Archives Hub** and **Access to Archives (A2A)** schemes have demonstrated that cooperative partnerships can play a major part in assisting those institutions, which, either through size, context or lack of qualified staff, are unable to improve access to their holdings without support.

The importance of basic collection description as a first step towards Full Disclosure was emphasised by many of those interviewed, and recognised by the cross-domain initiatives being taken by the **Collection Description Focus**. This aims to improve coordination of work on collection description schemas and tools, with the goal of ensuring consistency and compatibility of approaches across projects, disciplines, institutions and sectors. Finally, the **HILT project** has involved a number of partners in trying to reach a consensus on such problems as cross searching and browsing by subject in the context of international requirements and standards. The success of collaborative Full Disclosure projects may depend upon reaching such consensus and developing usable tools.

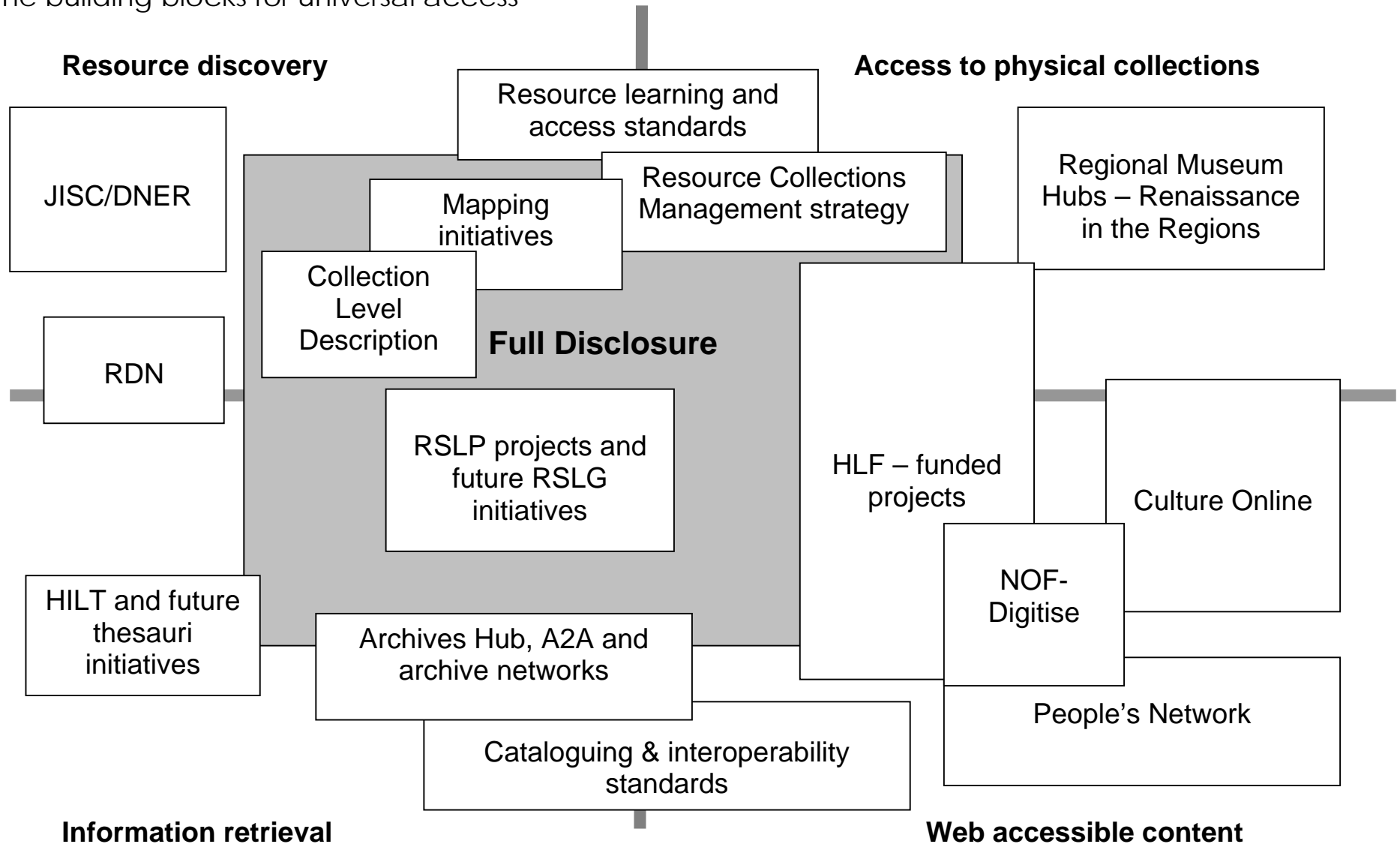
These UK contextual initiatives and programmes are described in more detail in Appendix A and illustrated, in relation to Full Disclosure, in the following diagram.

A wide range of international developments, projects and funding programmes is important in the context for Full Disclosure. In Appendix A several initiatives of potential relevance are summarised which are indicative of wider developments and trends, focusing mainly on digitisation and harmonisation of standards and technical protocols. In the European Union², Australia and North America.

² http://europa.eu.int/information_society/index_en.htm

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The building blocks for universal access



2 Key issues relating to prioritisation

The following issues and possible constraints emerged from the consultation process in this Study, and as outcomes of the literature review. Considerable consensus across domains and sectors is evident on some issues, while on others clear divisions can be identified, particularly between the library and museum domains. Because of the range and diversity of the organisations and institutions now focusing on Full Disclosure, the emergence of differing perspectives on these key issues is of no surprise. Full Disclosure encompasses

- Three cultural heritage domains
- Institutions in several different sectors, including education, cultural heritage and industry
- Institutions funded by widely differing funding and control regimes and accountable to a range of parent bodies, e.g. local authorities, central government departments, higher education institutions etc.
- Libraries, museums and archival repositories of widely differing size, complexity and resources (staff, core funding, premises), including those in or run by professional associations and voluntary organisations.

2.1 Focus on retro-conversion or on retrospective cataloguing?

This is an issue upon which opinion across and within domains appears to diverge. The Full Disclosure framework document found that “the documentation requirements of Registration suggest that, in contrast with the library and archive domains, the immediate and pressing need in the museum domain is for documentation of artefacts and collections [to SPECTRUM standards]. The retrospective conversion of existing documentation to electronic format and their enhancement to appropriate standards is currently regarded as being of lower priority.” (FDIG 2001)

However, within the academic and research library community retro-conversion of items which have already been catalogued could be seen as a ‘quick win’, though this may not take into account the possible complexities in transferring cataloguing data from, for instance, the 19th century, into standard digital formats. Others within higher education and public libraries take the opposing view that it may be more important to catalogue and document

those special collections that are entirely uncatalogued. The Historical Manuscripts Commission (HMC) regards this issue as a fundamental dilemma: “the conversion into searchable electronic form of archive catalogues...will significantly enhance and accelerate research by a wide range of users... It should help to reduce wasted and speculative searches, thereby reducing wear and tear on the original documents. But when perhaps 25% of all the material held in repositories is languishing completely unlisted...questions must be asked about what is the first priority for the repository: tackling the backlog of wholly uncatalogued material or converting existing catalogues to electronic form” (HMC 1999)

A definite link is made in libraries, archives and museums between retro-conversion and relegation or disposal of items in the collection – blanket conversion of manual records without some appraisal of priority, value and use is not generally favoured, despite the possibility of cost and efficiency savings in taking the less evaluative approach.

Recommendation: institutions should identify and prioritise those collections that remain entirely uncatalogued, using the Prioritisation Assessment Matrix in Section 4, as a basis for possible collaborative dialogue with other institutions or regional coordination of priorities.

2.2 Definitions of ‘collection’

It has to be acknowledged that the term ‘collection’ is interpreted widely and differently between and within the three domains. ‘Special collections’, for instance, defined for the library community as

“any collection of material forming a collection separate from the remainder of the stock and not incorporated into the main sequence of the stock.” (Bryant, 1997)

has little relevance within the archive and museum domains. Equally, collections defined by subject themes – a common approach in libraries – may not necessarily match practice in archives, where provenance is the key definer, or museums, where type of artefact may be the organising principle. There are concerns that ‘cherry-picking’ from collections, to meet thematic priorities or to collaborate in consortia on digital cataloguing and documentation projects, can adversely affect the integrity of a collection. It may also be more cost-effective, and create important critical mass, to document complete existing collections rather than to select items based on theme etc.

‘Cherry-picking’

Collaboration among regional and local museums, libraries and archives in the NE to develop a digital collection on the theme of mining, requires the extraction of only those letters and personal papers dealing with their ownership of a coal mine from among the archival collection of Lord and Lady F’s private papers.

Taking these and other concerns into consideration, it is clear that there are many different and equally legitimate perspectives on what constitutes collections, and that a single collection of material or artefacts can be interpreted and approached in a number of different ways. This diversity is described usefully in the UKOLN review of existing practice for collection level description, as it exists in the library, archival, museum and Internet communities (Powell, 1999).

Recommendation: To ensure that diversity of views on defining ‘collections’ does not impede collaboration on retro-conversion and cataloguing / documentation work, collaborating institutions should adopt pragmatic and flexible attitudes; disclosure and increasing public access should remain the overriding aims.

2.3 Appropriate access

“Improved access to related resources in libraries, archives and museums by new and wider audiences underlies the whole [Full Disclosure] initiative” (FDIG, 2001). The Study found general agreement with this aim. However, clarification is needed to distinguish the physical access to items or collections from electronic access to the catalogue record, documentation and / or image, or to a digital or other surrogate of the item.

The authors of the national *Strategy for Scottish Materials* note, “there is little point in creating the type of seamless electronic access discussed if there are unnecessary barriers to providing physical access to collections. Such barriers may be in the form of restrictive entry formalities or high financial charges. One element in the creation of a national strategy should be some rationalisation of access policies” (Osborne, 1999). They go on to touch on one of the key issues relating to physical access voiced by many different interlocutors in this Study, namely that of resources. They note that financial pressures and workloads on libraries, museums and archives with rich special collections must be acknowledged, as must “the need to give priority to the institution’s main client group; be it local residents, fellows of a learned society or staff and students of a university”.

Widening and opening up physical access to collections, while endorsed in principle, has serious resource implications in particular for many small archival and museum services, which may lack staffing for retrieval and supervision, and secure reading / viewing areas.

Larger, more well-resourced organisations may also face similar resource problems where providing mediated access to collections of material is not the organisation’s primary purpose – for instance, the National Trust would find it difficult to widen physical access to its special library collections in many of its historic properties open to the public.

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In museums, archives and some special collections in libraries, increased physical access to fragile or vulnerable collections, stimulated by disclosure of the collections through new electronic catalogues and documentation, also carries with it implications for preservation, conservation and storage of collections (see 2.7 below).

The Study also found general agreement, despite these resource concerns, that there is a degree of moral responsibility to allow reasonable access where institutions are funded by some form of public finance or have benefited from gifts and donations from members of the public.

The CURL Database Report recommended unequivocally “whilst the majority of resources remain in original (as opposed to digitised) form, it will be important to provide physical access to them, particularly if they are not available for loan, and this will almost certainly be a condition of funding. This will have implications for libraries both for managing such access and for preservation of the materials.” (Leeves, 1999)

Recommendation: access to electronic records needs to be placed within the context of a wider institutional physical access strategy.

Access to electronic cataloguing and documentation records will increasingly be synonymous with access to a digital surrogate or image of the item, and the link with prioritising collections for digitisation was made by a number of those consulted (see 2.13 below). In libraries also there are other options that enable access, such as ensuring document delivery and inter-library loan opportunities, where these are appropriate.

While the concept of gaining seamless electronic access to the collections of all three domains was endorsed in principle, it was noted that the lack of controlled vocabularies to enable “cross-searching and browsing by subject across a range of communities, services, and service or resource types” (HILT) presents a barrier to access. The Full Disclosure framework document noted that “cross-domain searching of museum, library and archive collections will...require further research on the development and use of controlled vocabularies, both as cataloguing and retrieval tools” (FDIG 2001).

Recommendation: further collaboration at a national strategic level should be undertaken to develop the required controlled vocabulary, building on the work of the HILT project.

A continuum of access

- Universal access to electronic records
- Access to images (digital or otherwise) of artefacts
- Access to digital or other surrogates of documents
- Availability of document delivery or inter-lending services enabling access to actual documents
- Restricted physical access to collections, e.g. by appointment in a research library, a museum store or an archival repository
- Unrestricted physical access to collections for reference, e.g. in public libraries during opening hours, in accessible museum stores, reading rooms of record offices during opening hours
- Unrestricted loan of items from lending collections.

2.4 Sustainability

Sustainability is an issue closely allied to access. If obligations to provide some kind of physical access to collections are part of funding arrangements, then the appropriate sustainable resources (staff, core budgets, adequate premises) must be in place, or be acquired for the long term. If the fundamental obligation is to provide or enable universal access to catalogue and documentation records created under Full Disclosure, sustainability rests on

- Requirements for sustainable infrastructure for networked access, software, skills and service maintenance, etc. and
- Commitments for a reasonable term to maintain collections – to keep, preserve and conserve as appropriate.

2.5 Defining significance

Not surprisingly, there is no single definition of significance that attracts consensus – rather a range of perspectives dependent upon the context, the size and purpose of the organisation, and nature of the target audiences.

Some national and regional initiatives provide useful benchmarks for ways of assessing significance. The Designation process in the museum domain, for example, has provided a model for the evaluation of significance. The *National needs assessment survey of heritage materials in public libraries* (LASER 1998) offers a model based on local, regional and national significance, while in the West Midlands, the collection mapping exercise for *Futures Together* used eleven significance criteria to select collections for inclusion (Warren 2000). The *National Audit of Museum and Gallery Collections in Scotland* uses a significance panel to assess and validate claims of national or regional significance from museums (SMC 2001).

From the evidence of this Study, assessment of significance is essentially a comparative process, which is difficult, if not impossible, to do outside the organisational, local or regional context. The definition of significance is also clearly regarded as a professional task, dependent on the informed judgement of curators, librarians and archivists in charge of collection management and development, rather than a process determined predominantly by patterns of use or user demand.

2.6 Users and potential use of catalogues

While higher education libraries (though not necessarily archives and museums within the sector) focus on a well-defined user group, it is clearly misleading to view the users of cultural heritage organisations as a homogeneous group with common requirements. While the three user focus groups provided useful indicators of different adult user perspectives, within time and scope constraints the Study relied primarily on professionals in the three domains as intermediaries for users, able to articulate patterns of catalogue use and priorities.

There is evidence, particularly in the context of cultural heritage, of three distinctive groups of users with different requirements and approaches to resource discovery and information retrieval:

- researchers, from within higher education and from other sectors;
- adult independent 'learners', with both formal and informal learning objectives;
- teachers and children.

Researchers and scholars were considered to have a clear need for item-level records. They are likely to be seeking specific documents or artefacts, and their success in identifying and locating them can have a significant bearing on the success of their research. Indications from two of the user focus groups imply that, while some adult independent learners certainly seek to locate specific items within collections, many others are more interested in identifying collections of material, and their location and access opportunities. This is sufficient to facilitate their specific enquiries or visits to browse, follow leads and directions of interest previously unknown, and engage in a more serendipitous learning experience.

Teachers and children are considered likely to be searching for available materials within quite tightly defined geographical areas, unless, of course, digital surrogates of the items are available. They will be keenly interested in material that supports the national curriculum.

A presentation by Deborah Jenkins at the Full Disclosure Prioritisation Conference³ highlighted the secondary or intangible uses of fully catalogued or documented

³ *The retroconversion of archives lists: the experience of London Metropolitan Archives.* Deborah Jenkins, Head Archivist, London Metropolitan Archives

collections, which benefit non-users as much as users. Her example from the London Metropolitan Archives (LMA) illustrated the way in which the fully catalogued collection of local records and plans at the LMA provided vital information about possible contamination of land affecting thousands of people in local communities. The scale and impact of this kind of benefit, on users, potential users and non-users alike, is almost impossible to measure, but nonetheless is a powerful argument in support of Full Disclosure activities.

2.7 The collection management context – “disclose or dispose”

The Study found cross-domain agreement that the establishment of priorities for Full Disclosure cannot be done separately from the whole collection management and development context. Logically, if collections are to be catalogued or documented to improve access, it ought to be possible to store, conserve and preserve them. Making collections known through providing accessible electronic records may allow the restitution of proper preservation and storage methods.

Among other factors, in prioritising collections for retro-conversion or retrospective cataloguing / documentation, the physical condition of the material needs to be taken into account and some argue that a preservation needs or condition assessment exercise is a prerequisite.

If the importance of adopting appropriate methods of preservation and stewardship for collections prioritised for Full Disclosure is accepted, national standards of collection care and stewardship, to which organisations from all three domains can commit, will be needed.

Recommendation: Resource should be encouraged to develop a coordinating role in national standards relating to collection care and stewardship.

2.8 Collection level description

While disclosure of collections at item-level as the fullest level of description is the ultimate aim of the Full Disclosure initiative, there is a widely held view, across all three domains, that collection level description could be regarded as an essential first step in identifying priorities for more detailed retrospective conversion, cataloguing and documentation work. The impact and value of recent examples of collection level description projects, such as RASCAL (funded by the RSLP) and regional and cross-domain mapping exercises in the West Midlands (*Futures Together*) (Warren 2000), have been influential.

“It is impossible to divorce the gathering of information about badly-documented (but significant) collections from the need to manage, preserve and account for those collections. To do so constitutes disposal by decay.” An interviewee in the museum domain.

RASCAL (Research And Special Collections Available Locally)

RASCAL is a two-year RSLP research project to create a fully searchable, web-based directory of research and special collections available throughout Northern Ireland containing material of significant benefit to researchers in the Humanities and Social Sciences. It will be of particular importance in relation to collections that have been relatively under-utilised in the past.

Collection level description is essentially about the disclosure and location of collections and as such allows individual institutions the opportunity to assess their own holdings – their value, significance and priority - in the wider national or regional context.

While collection description work would need local input from those who best know the collections, local staff and resources in many cases are thin on the ground. In order to ensure an evenly-spread approach to collection description, some sort of central resource, perhaps in the form of regional ‘hit squads’, or a coordinated national pool of expertise, to advise on and help implement collection description projects, has been proposed by many of those consulted in this Study.

Overall there is little dissent about the importance of the collection description approach, although archivists point out that collection-level cataloguing does not provide an adequate tool for access to archives and collections of modern papers. Cataloguing to item level (with all that involves by way of appraising, arranging, listing and indexing) is essential if such material is to be safely made available for consultation.

There are some other evident concerns, such as:

- What is relevant for inclusion in a collection level description will vary from collection to collection and between domains, therefore the choice of approach to collection description exercises is a critical one. There appear to be three possible approaches:
 - collections selected and descriptions compiled by individual institutions (e.g. projects funded by RSLP);
 - collections selected and descriptions compiled by external teams using survey questionnaires and interviews (e.g. the methodology adopted in the West Midlands for *Futures Together*); or
 - using peer review to assess collection significance and select for inclusion in collection maps (e.g. Museums in Wales).
- While acknowledging the importance of the adoption of standards across all three domains, there is as yet no consensus on what the standard collection level description schema might be. The RSLP schema has been adapted and used in all three domains and International Standard Archival Description (ISAD(G)) has been used to

Natural History Museum Darwin Centre – Access to Collections

Collection level description is at the core of the public access to collections system, which will provide descriptive records in narrative form, of the cross domain collections in the 5 Science Departments, 5 Libraries and 1 Archive of the Museum. The system will use the EAD archival description standard as the basic tool. Serious consideration was given to using the RSLP CLD Schema, especially related to the Dublin Core metadata. EAD, however, is close to collection management practice in the Museum and allows the inclusion of images.

describe collections in museums and libraries as well as in archival repositories. The granularity of collection descriptions is an issue, in particular how to achieve evenness within and across domains. The danger exists of losing important and sufficient detail in collection descriptions in using the “lowest common denominator” as the benchmark for collection description.

- It is important to recognise that it is often necessary to fit items into, and describe them as part of, several different collections. Depending on the point of view of a researcher regarding an object or item, their subject discipline, etc., collection descriptions can change, a process which is inevitably subjective, rather than scientific.

Recommendation: Collection description and location (mapping) as a centrally coordinated activity is already a strategic objective for Resource. An implementation agency now needs to be identified or established, capable of taking this coordination forward.

2.9 Different perceptions of catalogue and documentation records

“[Museum and Gallery Commission] MGC Registration guidelines state that basic documentation records should be maintained so that “a museum should know at any time exactly for what items it is legally responsible (this includes loans and deposits as well as permanent collections) and where each item is located”. This is in contrast with the library and archive domains, where the primary aim of cataloguing is to enable the location of and retrieval of specific items and information“ (FDIG 2001).

This fundamentally different approach to cataloguing and recording collections in libraries and museums lies behind many concerns about the possibility of establishing priorities for Full Disclosure in a coordinated way across all three domains.

Considerable debate is evident about the concept of a core catalogue record – whether one can be agreed to meet the needs of libraries, archives and museums, and the definition of unified standards across domains. The need for such a core record is widely acknowledged, but the methods and complexities inherent in achieving it remain the subject of debate. In museums the concept of “starter records” may help to defuse the politics of what constitutes a viable minimum-level record.

The situation is further complicated by confusion over the use and cross-domain understanding of the various cataloguing standards and conventions, including MARC, Dublin Core metadata, XML and the role of SPECTRUM etc. For many organisations, the software they are using will dictate the standards they employ. Some smaller organisations may be unable to comply with standards, especially those requiring greater technical expertise, without access to some kind of improved information and communications technology (ICT) infrastructure.

Recommendation: regional cross-domain strategic organisations should identify gaps in the provision of ICT and encourage the development of collaborative partnerships with those smaller institutions that require improved technical skills in order to meet appropriate standards and basic record requirements.

2.10 Need for inclusiveness

The consultation exercise for this Study revealed wide-ranging concern that setting threshold criteria, as potential barriers to accessing funds for Full Disclosure projects, would place smaller and more poorly resourced institutions at considerable disadvantage. The resource implications of access, meeting standards and sustainability commitments require criteria to be framed to allow inclusiveness without abandoning the concept of entry criteria (see Section 3 below).

As with many of the other project funding programmes, small institutions might also be disadvantaged because they lack the resources or skills needed to put project bids together. In this case, collaboration with larger institutions can help smaller institutions to take part in large, complex disclosure projects. A system of small grant funding to meet more focused needs could also be important.

Recommendation: funders should be made aware of the need to remain flexible in the provision of grants, to ensure that the smaller, less advantaged institutions are given the appropriate help, guidance and support required to participate in funding opportunities.

2.11 Project funding and project management constraints

Many institutions consulted in the Study feel that project bidding for external funds, as well as internal problems with project management capacity, could create a negative context for prioritised programmes of retrospective conversion and cataloguing or documentation. These

London Metropolitan Archive

The LMA coordinated a London-wide collaborative preservation programme. The Archive was able to employ the necessary staff, provide accommodation and other resources. In so doing, it enabled a number of smaller archives, which would otherwise have been excluded, to participate in the scheme

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might more properly be regarded and funded as core activities.

Some organisations are withdrawing from other project funding bid opportunities, either because the skills and experience needed to develop successful project funding proposals are lacking among their staff, or they feel unable to sustain project preparation and management activity levels. It was also noted that programmes requiring matched funding could present real problems for many institutions.

Recommendation: Training and skills development in identifying project funding opportunities and the preparation of successful project proposals should be incorporated into continuing and professional education programmes.

Comprehensive cataloguing and documentation databases provide the “bed-rock of access and collection care” (Ross 2001). Many interviewees share Ross’s concern about the “continued emphasis by government and other funding agencies alike for funding front of house activities” and emphasise rather the need for funding initiatives which look beyond the immediately ‘popular’ and high profile outcomes.

They argue that the problem of cataloguing / documentation and conversion backlogs is too large ever to be solved using institutional core funding. There may be a case for a longer-term funding stream to be put in place for Full Disclosure, which would underpin other digitisation and access projects.

Cross-sector and cross-domain projects are constrained by the fact that many funders operate only within a single sector or domain. Successful cross-sector and cross-domain collaboration can only operate effectively if cross-sectoral or cross-domain funding supports it. This might come about through the relaxation of a funder's terms of reference - although problems can be foreseen for organisations such as the higher education funding bodies - or through pre-arranged collaboration on the part of one or more funders, as for example has happened between the RSLP and British Library Cooperation and Partnership Programme (see Appendix A).

2.12 Building on pre-defined priorities

Much work has already been done within domains and sectors to assess and define collection priorities under projects and programmes with different objectives. The Designation scheme among regional museums is one

“It is not for this project [Futures Together] to prioritise by name any specific West Midland collection for digitisation or retrospective cataloguing..... It is...the recommendation of this project that priorities for digitisation and retrospective cataloguing are made as part of a cross-domain regional plan. The plan could form part of a regional MLAC strategy.....” (Warren, 2000)

such example, which will soon be extended into the archive and library domains. Further examples include the regional cultural and domain specific strategies currently being developed, and the mapping and survey work that has been completed under schemes such as RSLP. These can be built on for Full Disclosure prioritisation, providing reinforcement to the case for converting records, cataloguing or documenting particular collections and providing pointers to established priorities.

2.13 Digitisation

The link between converting or creating electronic catalogues and documentation and the creation of a digital surrogate or image for networked access has been presented, in particular in museums, as an important one. Digitisation of a collection looks forward, it is argued, while retro-conversion and electronic cataloguing look back. Digitisation of materials implies the creation of basic electronic records and finding aids and may be a higher priority for investment of staff and other resources than upgrading and converting documentation databases.

Others subscribe to the view put forward in the FDIG framework document that, “there is an approaching future where the public user will expect, as a matter of course, to retrieve not only the record, but in certain cases an electronic surrogate of the document or artefact they require. The investment in record conversion and creation is a necessary prerequisite to such access which will radically affect the nature and scope of personal study” (FDIG 2001: 2.4).

Recommendation: funding bodies inviting proposals for digitisation projects should also emphasise the necessity for investment in record creation to underpin digitisation activities.

2.14 Quality and costs

Persuasive evidence emerged during this Study of the economic imperative to complete the work of the Full Disclosure initiative since the cost of retaining a redundant collection, the contents of which are inaccessible because not revealed through cataloguing or documentation, may eventually be greater than the cost of disclosing its contents. Benchmark information on both the potential costs of the former and value for money in the latter would be valuable additions to the prioritisation exercise.

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The Study identified two schools of thought on the related issues of quality and cost effectiveness of retro-conversion, retrospective cataloguing and documentation.

The first school of thought is exemplified by the FDIG framework document, which advises from a library perspective that “it is... important that retrospective conversion or retrospective cataloguing should be a "one time" undertaking which should never need repeating and be of a standard to enable re-use of records by other organisations” (FDIG 2001).

The second school of thought regards *disclosure* as the priority and argues that publicly accessible catalogues on the web need to be regarded as not necessarily perfect or final. People, it is argued, are still being driven by the ‘publishing’ mentality whereas the web demands a different approach to information – a ‘posting’ mentality.

This “quick and dirty” approach is seen as very relevant to museums, where the primary aim of information retrieval (as opposed to collection management) has to be to disclose, not to provide scholarly information. A second phase is always regarded as possible to clean up and extend records, as well as correcting as they come up for use, although this does not always happen in reality.

Comparative costs of both retro-conversion and retrospective cataloguing and documentation are difficult to define absolutely. The CURL Database Project Report (Leeves, 1999) provides detailed considerations of the various factors to be taken into account in a higher education library context, many of which are also relevant to both museums and archives. Generally costs differ widely depending upon:

- domain and the sector
- target audience
- type of collection and its subject
- date of origin and provenance of the materials
- availability of electronic records for items from external sources
- quality of existing records and documentation
- availability in-house or under contract of appropriately skilled and qualified staff
- the language of the material

2.15 Lack of skilled / qualified staff

The lack of skilled and qualified cataloguers capable of creating accurate, authentic records was identified as a serious problem across the domains and in all sectors.

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These skill gaps are seen as particularly acute in public libraries, where cataloguing no longer exists in the professional skills base as almost all catalogue records are bought in.

Higher education libraries also are often unable to source appropriately skilled subject specialists to work on their special and research collections.

Curatorial staff in museums find themselves overwhelmed by the volume of the documentation backlog, in competition for their time with other and changing responsibilities.

The cataloguing backlog in archival repositories is “measured not just in staff years but in staff decades” according to the HMC (HMC 1999) and there is a dearth of staff with the skills required. Those that do exist are thought to be fully occupied.

It has been suggested that mobile ‘hit teams’ could be funded at regional level to get retrospective cataloguing, documentation and retro-conversion done and to transfer skills, but such ‘hit teams’ would not solve the need for sustainability. There was a general consensus that consideration of training / staffing issues and awareness-raising about quality and standards should be part of any funding package.

Recommendation: Urgent consideration should be given to ways in which training and professional education related to cataloguing and documentation skills can be improved and coordinated across the three domains.

Recommendation: A mechanism should be sought which would ensure that a core of qualified staff is always available to assist in the implementation of Full Disclosure projects, such as a cataloguing ‘hit squad’ or coordinated pool of expert personnel.

3 Criteria for prioritisation

3.1 Introduction

In this Section, we set out a schedule of criteria that we recommend for use in assigning priorities to projects or potential projects seeking funding as part of the Full Disclosure initiative. The criteria have been derived from the Framework Document, which was drawn up by the FDIG (FDIG, 2000), and which provided the starting point for a wide-ranging consultation process involving key informants from archives, libraries and museums across the United Kingdom (see Appendix D).

These criteria and guidance notes are directed towards both funders and applicants for funds. A practical tool for prioritising project ideas based on collections in need of retro-conversion or retrospective cataloguing or documentation, and for assigning priorities to actual project proposals, has been derived from these criteria and forms part of Section 4 – the Implementation Plan.

3.2 Threshold criteria

The over-riding aim is to facilitate better access to the nation's cultural heritage by creating a sustainable, comprehensive, digital record. To achieve this, there are certain basic criteria that should be met by all retrospective cataloguing, documentation and conversion activity. These represent a threshold that all planned activities must surmount if they are to be considered for funding.

3.2.1 Standards and interoperability

All retrospective cataloguing or conversion projects must be carried out in conformity with nationally, and in many cases, internationally agreed standards. These include bibliographic standards, such as the Anglo-American Cataloguing Rules (AACR2) and standards for Machine-readable Cataloguing (MARC) in libraries, archive description standards, such as ISAD(G) and ISAR, and museum documentation standards, such as SPECTRUM.

It is neither possible nor desirable to specify the actual standards that are to be adopted, as those that are appropriate in one context may not be appropriate in another. All applicants should, however, demonstrate that the standards to which they propose to adhere are appropriate to both the collection and the institution, justifying their choice by reference to other, comparable institutions.

Questions for funders and

- *Will the proposed work conform to the standards that prevail among comparable institutions?*
- *Will the resultant catalogues and databases be interoperable with other, related catalogues and databases?*

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It is also important to take whatever steps are necessary to ensure that the resultant catalogues are as widely accessible as possible. This implies a degree of interoperability in electronic catalogues and documentation, to enable seamless web-based access to a growing range of library, archive and museum catalogues and documentation databases.

To realise this goal requires technical compatibility and adherence to basic interoperability standards, such as EGI, the government's interoperability standard.

3.2.2 Accessibility

The overall aim of the Full Disclosure initiative is to improve access to material. There is, therefore, a presumption that the collection and its records will be made accessible for reference to the widest possible group of potential users.

Institutions that apply for support under the Full Disclosure initiative should make a commitment to provide appropriate access to collections that are documented or catalogued.

Secondly, the host institution for any project must also demonstrate that it will make the resultant catalogue or database widely available outside the institution. In most cases this means being freely available over public-access networks.

Further, the records that are produced, as part of the Full Disclosure initiative, should be available for re-use by other institutions, where this is appropriate. The institution supplying the records should seek to recover no more than the cost of making them available.

There may be some cases where unrestricted public access to the collection cannot be granted. One possible reason might be the need to restrict access because the material in question is very fragile and could be damaged irreparably through use. This should not necessarily rule out support under Full Disclosure but prospective applicants should provide a fully reasoned justification for any such restrictions that are placed on access.

3.2.3 Sustainability

The Full Disclosure initiative aims to produce records that will have a long-lasting impact. It is, therefore, important that applicants address the issues of sustainability.

- *Will the institution grant appropriate access to the material that will be catalogued and documented?*
- *If access is to be restricted in any way, is such restriction justifiable?*

- *Will the resultant catalogue or database be made freely available over public access networks? If not, are there good reasons why this will not be the case?*
- *Will all the records that are produced with the support of Full Disclosure be made available to others for re-use, if appropriate, at a reasonable cost?*

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While accepting that few institutions are in a position where they can offer long-term guarantees, the host institution should be able to demonstrate their best endeavour to maintain the collection as a viable entity, maintaining and preserving materials as necessary.

Where collections are being added to, the institution should be prepared to keep the catalogue of the collection up-to-date - cataloguing and documenting relevant new material as it is acquired and revising entries where needed.

Evidence of an institution's intention to sustain the collection could be provided by reference to the institution's strategic plan.

3.2.4 Crossing the threshold

Only those project proposals that satisfactorily meet the criteria for standards and interoperability, for access and for sustainability should proceed to the next stage where they will be ranked against others in order of priority for funding.

3.3 Selection criteria

The general basis for determining strategic priorities and for making judgements between competing applications is the extent to which they contribute to the achievement of the overall aim of extending access to cultural heritage material by creating a comprehensive, national electronic record. When assessing priority areas and applications, the essential question is, therefore: to what extent do they add value to the electronic record of the cultural heritage?

On the basis of our consultation it is possible to identify five specific criteria against which all applications should be assessed. Clearly, however, the relative importance attached to the criteria that will be used for this ranking may vary from funder to funder. The criteria are:

- The relationship to other collections
- The institutional context
- Potential use
- Collaboration
- Value for money

We recommend that all applicants should address these criteria when making proposals for support.

- *Has the applicant offered a commitment to maintain the collection and its associated catalogue or records, as a viable entity?*

Questions for funders and

3.3.1 The relationship to other collections

It is very difficult to assess the significance or importance of a collection in absolute terms. It is more practical to consider the merits of individual collections in relation to others.

When assessing applications under the Full Disclosure initiative, therefore, the merits of an individual collection should not be viewed in isolation but should be considered in relation to others that cover a similar subject, or in relation to collections that exist within a defined geographical area, such as a region or a city.

The judgement should be concerned with the value that will be added by making the records of the collection more widely accessible.

Collection-level description or mapping

A starting point for making judgements about the relationships between collections is an effective description of the collection as a whole.

These collection-level descriptions are becoming more common in all three domains and we are moving towards a position where, in one form or another, we have systematic descriptions of the collections within regions and within subjects. Applicants should, therefore, be able to demonstrate that the collections to be covered by the retrospective cataloguing or conversion are adequately described in an appropriate collection description scheme. Where no such scheme exists, this fact should be noted.

Uniqueness and significance

All additional electronic catalogues or databases make a contribution to the sum total of the national record of our cultural heritage. Some, however, add more value than others.

The newly created electronic records may add value by identifying, and thus making accessible, material which is unique. Uniqueness can be defined in a number of ways and the onus should be on the applicant to demonstrate why a collection should be thus described. The value added would be further enhanced if the collection, or the items contained within it, were of particular significance in a national, regional or local context or in a specific subject context.

- *Is the collection adequately described in an appropriate collection description scheme? If not, why not?*
- *Does the application demonstrate how it will add value to the overall awareness and understanding of collections within a subject area or within a region or a locality?*

- *Does the collection contain material that can be demonstrated as unique within the UK, within the region or within the locality?*
- *Is this material demonstrably of significance nationally, regionally or locally?*

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One way of assigning priorities, therefore, would be to assess the extent to which the collection contained unique items and to form a view of their significance.

Comprehensiveness

Equally, the creation of an electronic catalogue of a collection could add value if it contributed to the comprehensiveness of the overall electronic records within a subject or a geographical area.

For much retrospective work, the subject context will be important. Each project contributes to the coverage of a particular subject. In such circumstances it will be necessary to assess the project in the light of existing and planned retrospective work in that subject area.

It is likely that, as coverage in a specified subject area grows, so the value of cataloguing and documenting each additional collection grows. In the libraries domain, however, the opposite could also be said to be true and there will be a point at which all or most significant items and copies (especially of printed material) will have been catalogued. Comprehensiveness, therefore, needs to be balanced against uniqueness.

It should be for the applicant to demonstrate how, and in which ways, the retrospective cataloguing and documentation or retrospective conversion adds value to the records of related collections.

National policy objectives

Currently, a key issue for all cultural heritage activity is the extent to which it contributes to the achievement of the present government's national objectives on matters such as social inclusion, lifelong learning, the knowledge economy or regionalism.

There will be other national and, perhaps, international, policy objectives that will influence the selection of projects now and in the future. Further, each region will have distinctive priorities set out in strategies for the cultural sector. Where projects or activities have a strong regional dimension, therefore, they should be assessed on the extent to which they contribute to the achievement of regional goals.

3.3.2 The institutional context

It is equally important to consider each application within the context provided by the institution making the bid. Funders will need to be assured that collections will be looked after properly and managed effectively.

• *Will the work result in a catalogue or database that will add significantly to the comprehensiveness of coverage within a subject area, within a region, or within a locality?*

• *Does the proposal demonstrate how the work will contribute to the development of catalogues and databases generally within the subject area, the region or the locality?*

• *Does the project support the achievement of wider national or regional policy objectives?*

- *Does the institute have an acceptable collection management policy?*
- *Have the contents of the collection been reviewed and has the low-value material been discarded?*
- *Will the collection referred to in the application be cared for to generally agreed standards of stewardship?*

- *Has the collection been subject to a risk assessment exercise?*
- *Have steps been taken to minimise risk?*
- *Does the institution have a disaster plan?*

- *Can the institution accommodate the increased levels of use that might result once the catalogue or database is available in digital form?*
- *Can the institution conserve materials that might suffer damage as a result of increased use?*

- *Are there plans to promote awareness and use of the collection?*

Collection management and development

Institutions that apply for funding under the Full Disclosure initiative should be able to demonstrate that they will manage the collections that are covered by the application.

There is little point in creating records for items that are of little or no value. Applicants should, therefore, be able to demonstrate that the contents of the collection have been reviewed and that, where appropriate, low-value material has been discarded or will be given very low priority.

Some thought should be given to the storage, conservation, and exploitation of the collection. Ideally, these activities should be planned within a context provided by an institutional collection management and development policy.

Where appropriate, institutions should be prepared to adhere to relevant standards and official guidance on matters of collection care.

The application should contain a risk assessment in relation to the collection. In some cases, there may be a case for cataloguing, documenting or retrospectively converting a collection that is at risk, on the grounds that it would be important to have a record of what had been lost. In most cases, however, resources should be directed towards the cataloguing or documentation of collections where potential risks have been minimised.

Increased use

The conversion of catalogues to digital formats, or the cataloguing and documentation of previously un-recorded collections can result in significant increases in levels of use. Applicants should be able to demonstrate that they will be able to accommodate such increases effectively.

Increased use can put fragile materials at risk. Applicants should be able to demonstrate that they can conserve materials that might be damaged in this way.

Promoting awareness and use

The purpose of the Full Disclosure initiative is to improve access to our cultural heritage. Funders should, therefore, look for evidence of plans and strategies to promote and to exploit the collections once the records become available on the public networks.

3.3.3 Potential use

The size of an existing or potential group of users is clearly important. As a general rule, therefore, resources should be channelled towards the projects that will bring the greatest benefits to the largest numbers of people within the institution's identified target user groups:

The value of the benefit that will be generated by a project will be determined by the importance of the collection to the user group. There is, therefore, a relationship between benefit and the uniqueness and significance of the collection. It should, therefore, be possible to give a high priority to an important collection that is of great interest to a relatively small group of users.

Against this it is necessary to balance the value of the benefit that would be generated by retrospectively converting, cataloguing or documenting a collection that is of moderate interest to a very large number of people.

A further consideration is the extent to which retrospective cataloguing or conversion would ensure that a currently underused collection was used to its full potential or would contribute to the institution's efforts to attract new users.

3.3.4 Collaboration

Collaborative cross-sectoral and cross-domain projects are especially desirable as they enable the sharing of expertise, experience and resources. Such joint working particularly benefits smaller institutions that lack the resources required to undertake retrospective conversion, cataloguing or documentation.

Collaboration also has the potential to enable institutions with a traditionally narrow user base to promote much wider access to their collections at the local, regional or national level. Further, it can provide the foundation for future collaborative activity.

It therefore seems reasonable to give a high priority to collaborative projects. In so doing, however, it should be recognised that joint working can create additional costs, particularly for the lead organisation, and funders should be prepared to take such cost increases into account.

- *To what extent will the creation of an electronic catalogue or database increase the use made of the collection?*
- *Will the Full Disclosure activity help to attract new users to the institution?*

- *What types of users will be most interested in the collection?*
- *Within each user group, how many people are, potentially, interested in the collection?*
- *How important is the collection to them?*

There will, inevitably, be some cases where collaborative retrospective work is not possible. It may be, for example, that an applicant is a small institution working in a specialist area where there are few potential collaborators. Applications from such institutions should not be penalised. On the other hand, for applications from large institutions working in areas where there are a number of potential partners, there should be a presumption in favour of collaboration.

3.3.5 Value for money

Resources will always be limited and the scale of the retrospective cataloguing and conversion task is considerable. Applicants should, therefore, be able to demonstrate that they will maximise value in return for the money that funders make available to them.

- *Are the unit costs in line with those prevailing elsewhere?*
- *If not, are there good reasons why this is the case?*
- *Will the institution take steps to enhance the value of the contribution made by the funder?*

There is clearly a value for money issue that is associated with the unit cost of cataloguing, documentation or retrospective conversion. Applicants should be able to demonstrate that their unit costs will be in line with generally accepted norms. Funders should, however, recognise that there are various circumstances that serve to increase unit costs.

These include the higher costs of employing staff with specialist language skills or subject knowledge; the complexities of some kinds of material; and the need, in some circumstances, to catalogue or document material to a high level of specificity.

In some cases when dealing with non-unique items like published books or maps it may be more cost-effective to purchase catalogue records from other agencies. There are, however, circumstances where the most cost-effective solution is to catalogue the items. In such circumstances, applicants should not be penalised for failing to use derived catalogue records providing they can justify their decision.

To focus on unit costs, however, is to take a narrow view of value for money. A broader perspective would include a consideration of the overall impact of the catalogue or database that will result from the activity in relation to the cost of the work. It would also be possible to demonstrate value for money by showing that the institution would, for example, take active steps to promote awareness of the collection or would house it in attractive conditions.

4 Implementation Plan

4.1 Introduction

This Implementation Plan has three purposes: the first is to describe a list of identified priorities for Full Disclosure which have emerged from the Study, which should provide the basis for a nationally co-ordinated programme of retrospective conversion and cataloguing activities.

The second purpose is to provide potential applicant institutions and funding bodies with a tool, based on the prioritisation criteria outlined in Section 3 above, with which institutional and project priorities may be assessed.

The third is to set out a programme of implementation activities that need to be undertaken in order to transform Full Disclosure from a set of principles and priorities into a reality.

4.2 Emerging priorities

The priorities listed here have emerged through commonality of views of over 70 professionals consulted from across the three domains; from the review of literature over the past 5 years and to date; from an analysis of a range of existing initiatives, such as the regional cultural and domain strategies, which have already established collection priorities; and from the experience and expertise of the FDIG, which has guided this Study.

The priorities which have emerged can be viewed and categorised from several different perspectives:

- Significant collections and themes
- Types of material, irrespective of their location
- Domain specific priorities
- Broad subject themes, which cut across the domains and encompass all types of material

4.2.1 Significant collections and themes

High priority should be given to the following:

Material of international significance

- Collections of non-British materials, with international significance, held in British institutions.
- Collections relating to activities where Britain or eminent British people have played a key developmental role, such as genetics, steam power.
- Material relating to individuals of international stature, such as leading statesmen, artists, industrialists, intellectuals, craftsmen, musicians or explorers.
- Material associated with international developments, such as the imperial and colonial past, international institutions, major international conflicts.

Material of national significance

- Collections related to important aspects of British history, such as our maritime and industrial heritage, important economic, scientific, technological or political developments.
- Collections that are unique and of national interest, such as the Orwell Collection at University College London.
- Material that contributes to wider government objectives, such as lifelong learning and social inclusion. This would include collections of material which reflect the diversity of British culture, particularly in metropolitan areas.

Material of regional significance

- Material that relates to important characteristics in the historical development of the region, such as ship building and mining in the North East.
- Material that helps to define the regional culture or identity, such as Gaelic or Welsh language material.
- Material that relates to contemporary political developments within a region, such as that relating to the Troubles in Northern Ireland.

4.2.2 Types of material

The following types of material are considered a high priority for Full Disclosure because they are either at risk or there is a particularly high volume of uncatalogued items because they require more specialist work. These types of material are collected in archives, libraries and museums and across all sectors.

- Early printed books
- Manuscripts
- Maps
- Moving film & sound
- Printed music
- Photographs
- Audio-visual material

4.2.3 Domain specific priorities

High priority themes, types of material and subject areas can be identified as specific to each domain. Table 1 summarises single and cross-domain interests.

Archives

A common and general high priority in the archives domain is the need to develop regional themes (National Council on Archives, 2001).

The archives of many small organisations, whether or not they have been deposited in local record offices, frequently have material which is of significant local value but has remained uncatalogued due to lack of resources. Many of these should now be accorded priority.

Archive material which has not been selected for previous specific project work, such as local council minutes or local borough engineering records, which contribute to the whole picture of an organisation, a district or locality should also be given consideration, as the other priorities are funded.

Libraries

The CURL Database Report (Leeves, 1999) prioritised for higher education research early printed material (to 1800), maps of the United Kingdom and printed music scores. These priorities have been partially but not wholly addressed by the RSLP.

Much of the country's documentary heritage is held by local authority public libraries. High priority for Full Disclosure should be given to the uncatalogued collections of heritage merit most at risk. While many of these

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collections relate to the locality served by the public library, 50% are considered of national significance. These special collections encompass a range of types of materials and the HLF needs assessment survey (LASER 1999) has identified and documented the collections.

Important material is also held in a wide range of other libraries. These include the libraries of learned societies, professional associations, religious and other foundations. Many of these institutions lack the resources required for retrospective conversion or cataloguing. They are, therefore, prime candidates for collaborative projects.

Museums

The volume of material held regionally and nationally, the importance of collections to local and regional communities, and the high proportion of uncatalogued material in these collections, indicate that high priority should be given to the following collections in museums:

- Archaeology
- Costumes and textiles
- Ethnography
- Fine art
- Industry and commerce
- Maritime
- Natural sciences
- Science and industry

4.2.4 Subject themes

Broad subject themes have emerged from the Study, which, in some cases, cut across the domains, and in some cases are domain specific. These subject themes are summarised in Appendix E.

4.3 Prioritisation Assessment Tool

Before preparing any application for project or other funding, organisations with uncatalogued collections or with catalogues in need of retro-conversion will need to assess their own institutional priorities against the broad priorities for Full Disclosure outlined above and the criteria for prioritisation described in Section 3 of this report.

Potential funders of Full Disclosure activities will have their own funding criteria and priorities, which will need to be mapped against those identified in this Study, to ensure an appropriate match of aims and objectives and a co-ordinated approach to the assessment of applications for funding.

The checklist tool below is provided to assist both potential applicants and funders in this process. It summarises the key criteria for establishing priorities, namely

- The relationship to other collections
- The institutional context
- Potential use
- Collaboration
- Value for money

The Prioritisation Assessment Tool lists the key features of collections, which must be demonstrated within these broad criteria, in order to enable funders to rank applications in order of priority. Clearly, however, the emphasis given to the criteria will differ from funder to funder. One way to accommodate these differences is to assign weightings to the criteria. Funder A, for example, might consider the relationship to other collections to be of prime importance, in which case they would give this criterion a weighting of 10. In contrast, they may feel that collaboration is less significant as a means of ranking proposals, giving it a much lower weighting, perhaps only 3 or 4.

In Appendix F, to illustrate how these weightings might apply, we have described an imaginary funding body - the Cultural Heritage Foundation – and, based on the expressed preferences of the Foundation, we have assigned ratings to the criteria. Three imaginary proposals for funding - from Borsetshire Record Office, the Monkton Museum Trust and a consortium of institutions in the Heart of England – are then described, assessed and ‘scored’ according to the Cultural Heritage Foundation’s ratings.

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Prioritisation Assessment Matrix

Selection criteria	High priorities	Rating	Medium priorities	Rating	Low priorities	Rating
The relationship to other collections	Contains unique material of national or international significance		Contains unique material of local significance		Contains a substantial amount of unique, but not significant material	
	Contains unique material of regional significance		Contains material that is unique within the region		Contains little unique material	
			Contains material that is unique within the locality			
	Supports the achievement of national policy objectives				Does not contribute to wider policy objectives	
	Supports the achievement of regional policy objectives					
	Contributes significantly to the comprehensiveness of records within a subject area		Contributes significantly to the comprehensiveness of records within a locality		Makes an insignificant contribution to the comprehensiveness of regional or local records or to records within a subject area	
	Contributes significantly to the comprehensiveness of records within a region					
The institutional context	Collection will be managed within a clearly-defined collection management policy		Institution lacks a collection management policy but provides evidence that the collection will be looked after to generally agreed standards		Care of the collection follows no clear pattern	
	Collection contents have been reviewed and low value material has been discarded		Collection contents will be reviewed and low value materials discarded as part of the project		There are no plans to discard unwanted material	

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Selection criteria	High priorities	Rating	Medium priorities	Rating	Low priorities
The institutional context [cont'd]	Assessments of risk have been undertaken and steps have been taken to reduce risk wherever possible		Collection is at risk and the aim of the project is to create an enduring record		There has been no systematic assessment of risk, or efforts to minimise risk
	Institution is easily able to accommodate increased levels of use		Increased use of the collection could be accommodated relatively easily		Accommodation for users is already stretched and not able to accommodate any increase
	Firm plans exist to promote the awareness and use of the collection		Little consideration of promotion		No plans exist to promote greater awareness of the collection
Potential use	Collection is of demonstrable interest to all the target user groups of the institution and/or consortium		Collection is considered to be of interest to several of the target user groups of the institution and/or consortium		Collection is considered to be of some interest to at least one of the target user groups of the institution and/or consortium
	Creation of the catalogue is part of a strategy designed to attract new users to the institution		New catalogue or database is likely to attract new users to the institution		Resultant catalogue or database is unlikely to attract new users
Collaboration	Cross-domain collaborative projects		Cross-sectoral collaborative applications		Single-institution application from institutions with obvious or natural partners
	Cross-sectoral collaborative projects with clearly-demonstrable benefits for all partners		Joint application where collaboration brings little demonstrable benefit to the partners		
	Single-institution projects from applicants working in isolated areas				
Value for money	Unit costs are in line with those prevailing elsewhere or, if not, there are good reasons for the variation		Unit costs are in line with those elsewhere but the institution does not plan to enhance the value of the funder's contribution		Unit costs exceed those prevailing elsewhere and no good reasons are offered to explain the variance
	The institution will take steps to enhance the value of the funder's contribution				

4.4 Implementation programme

There are various tasks that need to be undertaken to ensure the implementation of the Full Disclosure initiative. We now have a framework within which flows of funding can be channelled towards the most significant projects. But this alone will not be sufficient to resolve all of the issues identified in section 2 of this report. To achieve this will require a further period of activity. A key question concerns how the activity is to be managed.

4.4.1 Managing the activity

The original *Full Disclosure* report envisaged that the task of implementing the recommendations would be undertaken by Resource. At that time, however, Resource was in the process of being established and did not feel able to take charge of the work. The FDIG stepped into the breach, established by the British Library, CURL, LINC, Resource and the RSLP.

Resource is now firmly established and has undertaken two new initiatives closely related to the coordinated development of a programme of Full Disclosure. First, Resource is currently in the process of establishing an advisory Collections Management and Development Group to address issues of the management, development and care of collections across the three domains, including the cataloguing and documentation of collections. Second, in the recent report *Renaissance in the regions*, (Resource, 2001e) the Regional Museums Task Force recommends that Resource should investigate the feasibility of creating a national collections centre to provide advice and support on collections-management issues to all museums and galleries.

Given the need to work across the three domains, the Consultants preparing this Prioritisation Study have recommended that the FDIG explore with Resource the feasibility of handing over responsibility for undertaking the programme of activities that are outlined below.

In response to this recommendation FDIG see Resource's role as a key strategic and financial supporter of the initiative, but feel that Full Disclosure should retain a degree of independence from Resource at this stage in order to work closely with other key agencies across all domains.

Further consideration and consultation on this management and executive function is clearly indicated. The following outline activity plan may help to inform the discussions.

4.4.2 The initial tasks: Months 1-3

The initial priority will be to secure support for the recommendations contained in this report. To do this, it will be necessary to liaise with a wide variety of bodies.

Representative organisations

First on the list are the organisations that represent the interests of the archive, library and museum communities. These range from the National Council on Archives, through the Library Association, to the Museums Association, among many others.

The wide-ranging consultation process that was undertaken as part of this prioritisation study has provided a foundation for this liaison work.

The policy community

Allied to the representative bodies are those that are, broadly, concerned with the formulation of policy within the domains. These include the Department for Culture, Media and Sport (DCMS), the regional development agencies and cultural consortia, the comparable departments and organisations in the other home countries, as well as Resource and the regional cross-domain strategic bodies that are emerging in England.

The funders

At the same time, it will also be necessary to secure the support of funding bodies. Some of these cover more than one domain, notably the HLF, while others, such as the RSLP and its likely successor, tend to focus on a single domain. Most funders are interested primarily in single sectors – for instance, cultural heritage or higher education.

Each of these funders has its own set of policies and priorities. The first task, therefore, will be to secure their agreement to fund retrospective conversion, cataloguing and documentation projects. Once that has been achieved, it will be necessary to encourage them to adopt the schedule of priorities as the basis for evaluating any applications they receive, and to recommend to them the listed priorities identified in this Study and summarised in 4.2 above.

Standards

In this initial period, it will also be appropriate to launch a consultation process that will explore the issues relating to standards for cataloguing and documentation. There are, clearly, diverging views on standards and it will be important to provide guidance on the issue before people

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begin to formulate proposals for funding. The result of the consultation process should be clear guidance for intending applicants.

Unit costs

To address the issue of value for money, it will be necessary to collect and publish information about unit costs of cataloguing and documentation in different sectors and domains. This information should then be structured to provide a benchmark for intending applicants and for the funding bodies that will be evaluating bids.

4.4.3 Medium-term activities: Months 4-6

Skill shortages

The shortage of skilled staff was an issue that was identified by many people. It will, therefore, be important to consult training, continuing and professional education providers and devise a strategy for ensuring the availability of personnel with the necessary cataloguing and documentation skills for the immediate future, and the flow of suitably qualified and skilled personnel into the three domains in the longer term.

Flexible teams

One way of overcoming the immediate problem could be to establish flexible teams that work with individual institutions either training staff or actually undertaking the cataloguing and documentation. Such teams could be located in, and managed by, the regional cross-domain bodies that are now being established. To achieve this, however, it will be necessary to secure the commitment of the agencies, possibly providing funding to cover the initial costs of establishing the teams, as well as the marginal costs of managing and operating the teams.

Promoting awareness

Most of the activities listed above are preliminary actions that need to be undertaken before archives, libraries and museums begin to prepare their project proposals. Having carried out the work and published the results, however, it will be necessary to undertake a wide-ranging promotional campaign in order to promote awareness of Full Disclosure. A key purpose of this campaign would be to draw attention to the range of potential sources of financial support, identifying the specific interests and limitations of each funding body. One way of doing this would be to produce a guide to sources of funds.

Monitoring and evaluation

At this stage it would also be appropriate to develop a strategy for monitoring and evaluating the progress of the overall Full Disclosure initiative.

4.4.4 Continuing activity

The tasks listed above suggest that, whichever organisation is charged with responsibility for taking the Full Disclosure initiative forward, there will be a need for an initial period of concerted action. This will, however, need to be followed up by a longer-term interest.

It will be important to maintain regular contact with the representative bodies, with the policy community and with the funders.

It will be necessary to monitor and evaluate the progress of the initiative and, in particular, to evaluate the success of the training provision.

Finally, it will be necessary to up-date guidance on standards, unit costs and sources of funds.

4.4.5 The scale of the task

It is clear that there is a considerable amount of work yet to be undertaken. Much of this, however, could be sub-contracted, thus reducing the need for core staff.

Clearly, the first six months will be critical. Over this period, it will probably be necessary to employ someone to work full-time on the implementation. The nature of the tasks suggests a need for someone with reasonable seniority and with appropriate administrative support. In the subsequent six months, the work could be undertaken by a competent administrator working full-time and supported by a representative committee. In the longer term, it would be possible for the continuing activity to be undertaken by the committee, supported by a part-time administrative worker.

5 Conclusions

5.1 Funding context

A review of the context for Full Disclosure prioritisation (1.2 above and Appendix A) indicates that substantial funds will become available in the short- to medium-term for cultural sector and higher education institutions to improve discovery of and access to collections. Persuasive evidence emerged during this Study of the economic imperative to complete the work of the initiative since the cost of retaining a redundant collection may eventually be greater than the cost of disclosing its contents. We recommend that lobbying and persuading potential funders of the key importance of Full Disclosure activities to improving public access to, and thus making full use of our cultural heritage collections should be the highest priority for the FDIG or any successor implementation agency.

5.2 Recommendations on key issues

The Study team made 13 recommendations on approaches to problems and anomalies arising from the key issues which underpin prioritisation for Full Disclosure. These were outlined in Section 2 above and gave rise to the following recommendations:

- 1) Institutions should identify and prioritise those collections that remain entirely uncatalogued as a basis for possible collaborative dialogue with other institutions or regional coordination of priorities (2.1).
- 2) To ensure that diversity of views on defining 'collections' does not impede collaboration on retro-conversion and cataloguing / documentation work, collaborating institutions should adopt pragmatic and flexible attitudes; disclosure and increasing public access should remain the overriding aims (2.2).
- 3) Access to electronic records needs to be placed within the context of a wider institutional physical access strategy (2.3).
- 4) Further collaboration at a national strategic level should be undertaken to develop the required controlled vocabulary, building on the work of the HILT project (2.3).

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- 5) Resource should be encouraged to develop a co-ordinating role in national standards of collection care and stewardship, to which organisations from all three domains can commit (2.7).
- 6) Collection description and location (mapping) as a centrally coordinated activity is already a strategic objective for Resource. An implementation agency now needs to be identified or established, capable of taking this coordination forward (2.8).
- 7) Regional cross-domain strategic organisations should identify gaps in the provision of information and communications technology and encourage the development of collaborative partnerships with those smaller institutions that require improved technical skills in order to meet appropriate standards and basic record requirements (2.9).
- 8) Funders should be made aware of the need to remain flexible in the provision of grants, to ensure that the smaller, less advantaged institutions are given the appropriate help, guidance and support required to participate in funding opportunities (2.10).
- 9) Training and skills development in identifying project funding opportunities and the preparation of successful project proposals should be incorporated into continuing and professional education programmes (2.11).
- 10) Funding bodies inviting proposals for digitisation projects should also emphasise the necessity for investment in record creation to underpin digitisation activities (2.13).
- 11) Urgent consideration should be given to ways in which training and professional education related to cataloguing and documentation skills can be improved and coordinated across the three domains (2.15).
- 12) A mechanism should be sought which would ensure that a core of qualified staff is always available to assist in the implementation of Full Disclosure projects, such as a cataloguing 'hit squad' or coordinated pool of expert personnel (2.15).

5.3 Recommended criteria to establish priorities

The overriding aim of prioritising for Full Disclosure is to facilitate better access to the nation's cultural heritage by creating a sustainable, comprehensive, digital record. To achieve this, certain basic criteria that should be met by all retrospective cataloguing, documentation and conversion activity are recommended. In addition, on the basis of consultation we recommend a further five specific criteria against which all applications should be assessed. These are outlined in Section 3 above. The relative importance attached to these criteria may vary from funder to funder according to internal aims and objectives.

5.4 Prioritisation Assessment

We recommend that institutions considering making applications for funding, and funding bodies considering giving support to Full Disclosure activities, embrace the criteria and guidance offered in Section 3 of this report make full use of the Prioritisation Assessment Tool in 4.3 above, which has been derived from these recommended criteria.

5.5 Collaboration across domains and sectors

While there is evidence of considerable consensus across domains and sectors on some issues, it seems likely that, initially, most applications for funding to support retrospective cataloguing and conversion will be either single sector, because of the difficulties of mixing funding regimes, and modelled on the RSLP projects, or single domain, because of the lack of immediate consensus on such issues as standards, controlled vocabularies and definitions of basic records.

We therefore recommend that, to facilitate the emergence of collaborative project proposals, urgent attention is given to addressing and resolving these constraints, as part of a staged implementation plan (see 4.4 above).

5.6 Consensus on priorities

Broad themes, priority types of material and subject area priorities have emerged which are indicative of a certain consensus across domains and regions, as well as within sectors, such as higher education. These are summarised in 4.2 above. We recommend that these broad themes, types of material and subject areas should be addressed immediately in projects for funding, on a single institution

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or single sector basis if necessary, while constraints on collaboration across domains are overcome, as they are legitimate and national / regional level priorities. This will provide a sound basis for future and closer collaboration across domains and sectors.

5.7 Implementation of a coordinated Full Disclosure Programme

The need for a permanent executive agency, mandated and suitably resourced to take forward the various recommendations in this report, is clear. This agency will need to operate effectively across all three domains and to work closely with a number of the current national and regional strategic and operational initiatives (see 1.2 above) in the cultural heritage and higher education sectors. We recommend that the FDIG explore with Resource the feasibility of handing over responsibility for undertaking the programme of implementation activities outlined in 4.4 above, or give active and immediate consideration to ensuring that an effective management and executive agency is in place to take forward a programme of activities.

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Glossary

Catalogue

A multilevel finding aid in the library domain normally containing bibliographic descriptions for individual items in the library's collections. In the archive domain typically containing descriptive information at all levels of description from the *fonds* to the individual item. In the museum domain, cataloguing denotes a more extensive, dynamic function, including *documenting* the continuing assessment of, and research into, an object, as well as providing access to wider collections management documentation.

Collecting

Activity embracing all means of acquisition. In policy terms it implies the museum, library or archive's possession of, or intention to acquire, permanent collections in relation to its stated objectives.

Collection.

A body of acquired objects or items, together with associated information, held in title by the collecting organisation; or the accumulated items held by a collector. In British archival terminology, commonly used as an alternative to *fonds*.

Collection management

All activities related to the care of a collection from the time a digital or physical document or object is acquired to its eventual disposal. Collection management covers documentation (registration, accessioning, cataloguing); digitisation; handling (storage, conservation, display); loan and disposal/deaccession of material.

Cooperation

Work undertaken by two or more institutions working together for mutual benefit.

Coordination

Joint working that is initiated by an external funder or led by one or more institution.

Core funding

Recurrent operational budgets, normally provided by the institution's funding body or authority, or raised through income generation, intended for the day-to-day maintenance of collections, sites and services.

Digital

Term describing electronic media used to generate, store, display, manipulate and deliver textual, numeric and graphic information. Increasingly used to denote electronic as opposed to paper-based documents and images.

Disposal

The permanent removal of an item from a permanent collection. In the museum domain this is also called de-accessioning.

Documentation

In the museum domain documentation denotes gathering, recording and giving access to evidence of objects, their histories, associations, and the processes they undergo.

Domain

The sphere of knowledge and activities particular either to libraries, archives or museums and galleries.

Preservation

All managerial, financial and technical considerations applied to retard deterioration, prevent damage and extend the useful life of materials and objects in collections to ensure their continued availability. These considerations include monitoring and controlling appropriate environmental conditions; providing adequate storage and physical protection; establishing exhibitions and loan policies and proper handling procedures; providing for conservation treatment, emergency planning, the creation and use of surrogates.

Project funding

Short-term, external funding specifically tied to a focused set of objectives, activities and deliverables. Project funding is normally obtained through competitive proposal and bidding processes and, increasingly, is predicated on collaborative partnerships between one or more institutions.

Record.

British archival practice uses this term both for the documents held in archival repositories, and, following library practice, for the catalogue data about a particular item.

Retrospective catalogue conversion

The conversion of existing records in manually produced catalogues into machine-readable form for use by computers. This can also include upgrading or over-writing low-grade records with higher standard records.

Retrospective cataloguing

For material which is not in the catalogue of current acquisitions, cataloguing from the item in hand to produce a machine-readable record on an item-by-item basis.

Sector

A division or section of national economic operations, such as the cultural heritage sector, the higher education sector, private or public sectors.

Significance

The historical and cultural value placed upon an item, object or collection by local, regional or national communities.

Standards

Documented agreements containing technical specifications or precise criteria to be used as rules, guidelines or definitions of characteristics, to ensure that material, products, processes and services are fit for their purpose.

Stewardship

Ensuring the sustainable use of collections in the present and for the future. Taking the legacy from the past, adding value to it in the present and passing it on to the future.

Storage

The physical housing of all collections whether on public display or in non-public stores.

Users

All those who may derive benefit from the services provided by a museum, library or archive.

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Appendix A

The Context for prioritisation for Full Disclosure

Government regulations and legislation

Two recent pieces of UK Government regulation and legislation have implications for museums, libraries and archives in the public sector, though the exact nature of their impact in relation to Full Disclosure has not yet been tested or clarified.

The UK Freedom of Information (FOI) Act 2000⁴ provides a general right of access to information held by public authorities in the course of carrying out their public functions, subject to certain conditions and exemptions. In publicly-funded museums, archives and libraries this applies to both administrative and collection or curatorial information. The Act defines 'Information' as both recorded and, in certain circumstances, unrecorded information (FOI ACT 2000, Section 51(8)).

The Act imposes a duty on public authorities to adopt a scheme for the publication of information. The schemes, which must be approved by the Commissioner, must specify the classes of information the authority intends to publish, the manner of publication and whether the information is available to the public free of charge or on payment of a fee. Any person making a request for information to a public authority will be entitled to be informed in writing by the public authority whether it holds information of the description specified in the request, and if that is the case, to have that information communicated to them. The potential impact for those organisations with large uncatalogued or un-documented collections could be severe. In effect, FOI implies that all organisations have an effective records management programme covering all their records. No formal timetable for implementation of the Act has been announced by Ministers and the access rights provided by the Act do not yet apply. Draft Codes of Practice have been published.

⁴ <http://www.legislation.hmso.gov.uk/acts/acts2000/20000036.htm>
Lord Chancellor's Department, Freedom of Information and Data
Protection Division: <http://www.lcd.gov.uk/foi/foidpunit.htm>

For the Electronic Government in the UK (e-Gov) initiative⁵, the Government has set a target to deliver all its services electronically by 2005. In April 2000, the e-Government Strategic Framework was published which required all Government Departments to produce e-business strategies.

By 2004 all central government organisations must be able to store and retrieve their administrative and financial records electronically. All national, regional and local government museums and libraries are likely to be included in the targets in the Funding Agreement 2005-2008. The main impact of the e-Gov initiative is on archival repositories within central and local government, which will be required to handle the large volumes of electronic records generated by their parent bodies.

Culture Online

DCMS published the Vision document for Culture Online in March 2001. Since then the funding bid has been put to the Treasury, and the Department is working on the business plan and operational structure of Culture Online as a company limited by guarantee, to go live as soon as funding from the Treasury is secure.

Culture Online is intended to have three essential components. First, it will work with museums, galleries, archives, heritage institutions, performing arts organisations and independent producers to create high quality, interactive learning materials. These materials should not just allow learners to search for and retrieve information but also to incorporate that material into their own work and then make a contribution of their own to the site in question. The emphasis will be on learning by doing and making. Second, it would create a network to link together the digital resources of the cultural sector to make it easy for users to search for materials and pull them together from many different sources. Third, it would provide multiple points of access to the material, including for example search tools targeted at children, links to content embedded in the digital versions of the national curriculum and portals organised around learning themes. Culture Online would encourage all participating institutions to market the network.

The Vision document (Leadbeater 2001) makes explicit the need for public intervention “to use digital technologies to open up access to culture and enrich learning” and identifies its role as a commissioner of material around

⁵ e-Government Strategic Framework
<http://www.e-envoy.gov.uk/ukonline/strategy.htm>

particular themes, as well as responding to unsolicited proposals for new content.

Its success will clearly depend upon how large a budget it will have to command and how well relationships are built and roles clarified with existing content creators in the cultural heritage sector.

Heritage Lottery Fund funding

The Heritage Lottery Fund (HLF) is the most significant funding body for the UK cultural heritage sector. In cataloguing it is particularly significant for the archive domain, its archives and libraries budget being in the region of £25 million per annum. Matched funding grants for A2A applications (see Archives Hub and other archive networking below) have allowed a large number of local record offices to catalogue or create collection level descriptions for important collections and contribute to the national archive network. HLF co-funds the Scottish Archives Network (SCAN).

Since 1996 the Heritage Lottery Fund (HLF) has supported a substantial number of projects that have had documentation as an important element, often alongside digitisation, conservation, improvements in storage and handling facilities, etc. A search of the HLF Grants Database under the terms 'cataloguing' and 'documentation' reveals around 24 projects, the majority of which have been concerned with improving access and / or conserving archival and special library collections. The size of grants among these 24 projects varied enormously from around £15,000 to £590,000. In May 2001 HLF launched its 'Your Heritage' application procedure for small grants between £5,000 - £50,000, as part of its commitment towards supporting smaller heritage projects and simplifying procedures for applicants.

HLF has supported the Full Disclosure initiative and is represented by an observer on the FDIG. It also endorsed the Framework Document, which was published by the FDIG to inform the thinking in funding bodies (FDIG 2001).

As this Study is reporting, the HLF is in the final stages of preparing its new Strategic Plan for the next 5 years and a set of new application literature, which it is hoped will simplify and clarify the application process and provide a tighter policy focus for the Fund. Under the new Strategy, there is reason to think that HLF will continue to provide grants for projects with a focus on cataloguing and documentation for improved access and availability of collections. There are also indications that HLF would respond positively to a national coordinated approach to

Examples of projects

Title: Marx Memorial Library Cataloguing
Region: London
Town: Islington
Local Authority: Islington
Grant Amount: £359000
Computerised cataloguing of the main and specialist collections housed at the Marx Memorial Library and subsequent provision of availability to the public.

Title: Dunhuang Database
Region: London
Town: London
Local Authority: Camden
Grant Amount: £148000
Cataloguing and digitising of a collection of Chinese, Tibetan and Tangut manuscripts and printed materials relating to pre-eleventh century Chinese and Central Asian history. The project will improve access to, and availability of, the material.

Full Disclosure. If, for instance, an application for lottery funding has a 'Full Disclosure badge', this will add to its credibility, though all applications must also meet the full range of HLF's own funding criteria to be successful.

Resource: standards and strategies

Resource plays a number of important roles in relation to the Full Disclosure initiatives. Cultural heritage sector organisations will increasingly look to Resource for strategic leadership, in particular in relation to securing funds from national programmes, in standards setting and in research and development related to digital resources management and access.

Resource's collections management strategy (Resource, 2002) encapsulates these several roles. In the strategy, Resource proposes a Collections Management and Development Group comprising key partners, both doers and funders. This Group would take forward the work programmes in the strategy.

Resource believes that standards and performance measurement can provide both an incentive and a structure for development. In particular, Resource plans to support and co-ordinate a programme to overcome the problems associated with widely differing standards that have been applied to cataloguing and documentation, and work towards consistency and compatibility. It notes, "significant cataloguing and documentation backlogs are associated with too many important collections. We will ensure that all institutions have eroded their cataloguing backlogs or, at least, have well-founded plans to do so, within the next five years." (Resource, 2002).

Resource's draft Stewardship Strategy also commits it to support and co-ordinate the development of a national map, or a series of maps, of collections, and to collaborate with national and regional partners to develop a standard methodology for the effective and comprehensive mapping of collections to identify content, scale, and importance of collections and quality of services.

A number of these commitments are revisited with a museum focus in the recently published report *Renaissance in the Regions* (see below). The Full Disclosure initiative is also mentioned in two Resource strategy documents ***Building on Success: An Action Plan for Public Libraries*** and ***Developing the 21st Century Archive*** (Resource 2001a and 2001b).

Renaissance in the Regions

The Regional Museums Task Force report *Renaissance in the Regions: a new vision for England's museums* (Resource 2001e) was published in October 2001. The report envisages an almost completely new structure for regional museums in England, centred around regional hubs – major museum services with up to three satellite partners - as centres of excellence, chosen for their location, status, how well organised they already are, their ability to form partnerships and the willingness of the governing body to support the museum with more money. Other recommendations include considerable rationalisation of collections, investment in ICT, skills upgrading and culture change initiatives. The total price tag is set at £267 million over 5 years and the funding bid was submitted to Treasury in December 2001.

While the report places considerable emphasis on mapping to standards, with beneficial outcomes to users, it does emphasise documentation itself. It recommends that the regional museum mapping process, which has already been set in train in a number of regions should be taken forward, by Resource, and that it should be extended to cover the whole of the UK, and be subjected to rigorous common standards and methodologies.

Among its many suggestions is the creation of a national collections register or database to facilitate the transfer or loan of neglected collections that are worth keeping to places better able to appreciate them. A database would “enable access to collections and their movement within the domain and beyond it.” (Resource 2001e: 109)

A further recommendation to Resource involves investigating the feasibility of creating a national collections centre to provide advice and support on collections-management issues to all museums and galleries. “The availability of web-based technology suggests that such advice could be made available from a single point. Linking this single point to the standards developed nationally by Resource could create an efficient and effective mechanism for ensuring consistency in the quality of collection care and public services throughout the domain.” (Resource 2001e: 109)

Designation Challenge Fund

Designation identifies and celebrates pre-eminent collections of national and international importance in non-national registered museums. It recognises that museums with Designated collections care form a significant part of England's cultural heritage.

“In selecting collections for designation and in drawing up the criteria for the Designation Challenge Fund, the Museums & Galleries Commission had put a strong emphasis on collections management. It had usually been the case that collections management (documentation, conservation and storage) was unattractive to external funders and needed special assistance. Designation and the Designation Challenge Fund are enabling those museums and galleries with pre-eminent collections to invest in collections management and begin the process of developing centres of collections expertise, the benefits of which can eventually be rolled out to others.” (Resource 2001e: 105)

Resource administers the Designation Challenge Fund and wishes to see its extension until at least 2006/2007. In its recent report of an extensive review of the designation scheme (Resource 2001g) it recommends “The Scheme should be extended to libraries and archives. The focus should be on special collections in libraries and on archival “treasures”. During 2002 an internal working group will be examining the steps necessary to put this recommendation into effect.

Research Support Libraries Programme

The Research Support Libraries Programme (RSLP) started in the academic year 1999-2000 and will finish in 2001-2002, with up to £30 million being disbursed during those three years. RSLP projects are mainly dealing with traditional library materials but, in almost every case, creating an electronic resource, which may take the form of bibliographic and archival records, collection descriptions, digitised images and texts, web directories and portals. Cataloguing is a major RSLP concern and there are a number of projects that are receiving very significant sums for this activity. RSLP concentrates on retrospective conversion of bibliographic data and data describing archival currently in non-electronic form.

Among the non-higher education partners participating in RSLP projects, though not in receipt of RSLP funds, are the British Library and other National Libraries, Glasgow City Council Libraries and Archives, the Brighton and Hove Museum and Art Gallery, the Tate Gallery and the Wellcome Institute, although not all of these are involved with retrospective cataloguing work.

The Research Support Libraries Group

When the RSLP finishes in 2001-2002 a new strategic advisory group on research support libraries, set up by the four UK higher education funding bodies, in collaboration with the British Library and the national libraries of Wales

Examples of projects

RESHET (REtrospective Survey of HEbraica/Judaica Titles)

The aim of the RSLP project Hebraica and Jewish Studies is to make a significant contribution to the Distributed National Electronic Resource in the areas of Hebrew and Jewish Studies. This will be achieved by ensuring that catalogues of the major research collections are accessible online in machine-readable form.

and Scotland, is likely to have in place a strategy and funding model for “taking forward, scaling up and deepening the impact of the access and collection coordination strands of the RSLP initiative in a UK-wide, co-ordinated way”⁶. The Research Support Libraries Group (RSLG) has as its core concern “how to ensure that researchers working in the UK can have access to the full range of world-class information resources. This entails a focus on delivery: ensuring that individual researchers can have easy access to the information that they need wherever this may be located”. As part of the Group’s vision, they see “an increasing emphasis on collaboration between information providers, each playing a distinctive part within a more actively planned and co-ordinated national (or even international) system and structure”.

The impact on the progress of Full Disclosure of this Group, and the Strategy and mechanisms they will propose, will be significant. One of the Group’s terms of reference is “the development of a strategy for improving the availability of information about research materials and their description, building on Full Disclosure”.

British Library Cooperation and Partnership Programme

The British Library’s Cooperation and Partnership Programme (CPP) was established in April 1999. Its purpose is to encourage and facilitate partnerships and collaboration in the key areas of:

- Access
- Collection development
- Preservation and retention
- Record creation
- Bibliographic services

The CPP co-funds and provides administrative support to the Full Disclosure initiative.

The CPP works with organisations in the library, archive and museum domains, has a seminar and workshop programme and funds practical cooperative projects, several of which are co-funded with the RSLP.

Many of the Programme’s projects funded under the 1999 and 2000 Calls have been collection mapping initiatives, or concerned with improving networked public access to catalogues and databases.

⁶ <http://www.rslg.ac.uk/about/terms/asp>

Performing Arts Resource Discovery

Lead Partner: Theatre Museum
The project is complementary to the Research Support Libraries Programme funded [Backstage](#) project, led by the University of Kent. **Award:** £24,200

This award from the CPP will enable the Theatre Museum to create standardised collection level descriptions for its extensive collections, approximately 350 in number in order to participate in the Backstage project. The Backstage consortium comprises 18 organisations including 11 universities, the British Library, the Theatre Museum, and the National Libraries of Scotland and Wales.

National needs assessment exercises – public libraries, archives and museums

In January 2000, with the support of Resource, HLF began an exercise to scope and survey the needs of museums across the domain. A series of papers were commissioned to look at key themes and issues, and completed throughout 2000.

One paper in particular (subsequently revised and updated) focused on information and communications technology (ICT) needs assessment (Ross 2001). The assessment of the current situation concludes, “museums are struggling to turn curatorial-based collections management systems into user-friendly public information systems or knowledge-bases” and identifies a “continued emphasis by government and other funding agencies alike for funding front of house activities, such as computer interactives” at the expense of documentation projects. The paper notes, “with millions of records (created over substantial timeframes and to changing and variable standards) to convert the scale of the documentation problem is daunting”, but nonetheless identifies retrospective documentation as a priority area for action.

The Archival Mapping Project Board assessment of development needs in local authority archives services in England (AMPB 1998) found “abundant evidence that some record offices have been forced to scale down, if not completely abandon, work on finding aids in favour of allocating scarce staff resources to the frontline public services”. The review found that over 50% of local archives had serious shortcomings in their cataloguing programmes, and there was good coverage of the holdings in only 8%. One conclusion drawn on how record offices can begin to tackle these daunting cataloguing backlogs was to adopt the provision of collection-level descriptions of all the records in the custody of the archive service in the form of a general guide, produced with the aid of IT, so that the end product can be made accessible to local and national networks.

The HLF, with the Library Association, also commissioned a *Needs Assessment Survey of Heritage Material and Collections held by Public Libraries in England* (LASER 1998). Out of the 896 collections surveyed, 50% were identified by respondents as of national significance, and 68% as of national or regional significance. 44% of all the collections are described as attracting medium or heavy use, and 30% are described as being totally uncatalogued.

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Only 22% of the collections surveyed appear in the published *Directory of Rare Book and Special Collections in the United Kingdom and the Republic of Ireland* (Bloomfield 1997), so it would be fair to conclude that these collections in public libraries represent a hitherto hidden resource.

Archives Hub and other networking initiatives

The Archives Hub forms one part of the UK's National Archives Network alongside related networking initiatives, such as A2A (see below), and the Scottish Archives Network (SCAN), which provides access to collection level descriptions of Scottish archival resources.

The Archives Hub provides a single point of access to descriptions of archives held in UK universities and colleges. At present these are primarily at collection-level, although where possible they are linked to complete catalogue descriptions. The Joint Information Systems Committee (JISC) has agreed to fund the Archives Hub to 31 July 2003 in order to form an important element in the Distributed National Electronic Resource (DNER) and in the developing national archive network. The first call for content in the current phase was issued in October 2000 and as a result, 34 institutions are providing over 13,000 new descriptions for the Archives Hub. A second Call for Content closed in November 2001. Funding (up to £25,000 per academic year) is provided to successful applicants to develop content to suitable standards for incorporation in the Archives Hub service.

Access to Archives (A2A) is a growing database, hosted by the Public Record Office (PRO), containing catalogues of archives, submitted to A2A from record offices, other public and private archival repositories all over England. They are publicly accessible and useful for family history; local history; and school, higher education and further education projects.

Government funding supports the central infrastructure of A2A until March 2002, topped up by further contributions from some of the lead partners which brought this funding to a total of £830,000, which has been available for A2A participants to apply as matched funding to HLF bids on a formula basis. A2A Phase 2 will commence in April 2002.

Mapping exercises

The research libraries in higher education and the copyright libraries continue to explore ways of co-ordinating collection development through collection mapping. Considerable progress has been made with the systematic description of research library collections. The

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RSLP collection level description schema seems likely to become the de facto standard for libraries. Work to describe research collections is taking place nationally, regionally and within different subject areas.

A regional approach to mapping special collections in public and education sector libraries has been adopted in Northern Ireland, Scotland, Wales and the West Midlands (see Warren 2000), the latter exercise encompassing also archives and museum collections.

In the archives domain, collection mapping – and the use of standard schema - is well-advanced by the development of a national archive network through initiatives such as the Archive Hub, A2A etc. (see above).

In museums there are lessons to be learned from the various mapping exercises that have been, or are in the process of, being carried out. For instance regional initiatives such as those in the West Midlands (WMRMC, 1996) and the South West (SWMC 2000), demonstrated the need for a consistent methodology to be used if the results are to have any national relevance.

Cornucopia is a UK-wide database of museum collections managed by Resource, the aim of which is to provide access via the Internet to information about the richness and diversity of the collections in museums. The database now holds detailed information about the collections of over 450 museums, and slightly less comprehensive data on the remaining c.1300 Registered museums. A version of the database was to be made available for public use and evaluation online by the end of 2001.

Compatibility of approach and tools across the three domains is a critical issue. Resource is committed to support and co-ordinate the development of a national map, or a series of maps, of collections, and to collaborate with national and regional partners to develop a standard methodology for the effective and comprehensive mapping of collections to identify content, scale, and importance of collections and quality of services.

Collection Description Focus

The Collection Description Focus – based at UKOLN - is a national unit, jointly funded for a twelve-month period by JISC/DNER, RSLP and the British Library. The Focus aims to improve coordination of work on collection description methods, schemas and tools, with the goal of ensuring consistency and compatibility of approaches across projects, disciplines, institutions and sectors. The Focus intends to provide support both for projects actively

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involved in collection description work and for those investigating or planning such work. The Focus works closely with partners in the Collection Description Focus initiative, the Archives Hub (see above) and the mda. It is informed by work carried out by other members of UKOLN, this includes work on the RSLP Collection Level Description schema, the broader activities on the effective exchange and reuse of information resources carried out the Interoperability Focus, UKOLN's work on the proposed technical architecture for the DNER, and its role in providing technical support to projects within the NOF-digitise programme.

The Focus also liaises with the Collection Description Working Group within the Dublin Core Metadata Initiative, and is working closely with the CIMI Consortium, which is surveying approaches to collection-level description within the museum community.

High-level Thesaurus – the HILT Project

HILT - High-Level Thesaurus was a one year project (2000-2001) jointly funded by the RSLP and JISC to

- study and report on the problem of cross-searching and browsing by subject across a range of communities, services, and service or resource types, focusing on UK requirements across the various communities, services and initiatives; and
- analyse the data obtained, and discuss the results with the various communities with an aim to reach a consensus within the project on how best to apply the findings in relation to existing or new subject schemes and thesauri.

Project partners included The Centre for Digital Library Research, University of Strathclyde (project leader), UKOLN, mda, the National Council on Archives, OCLC Online Computer Library Center, Inc., the National Grid for Learning Scotland, the Scottish University for Industry and the Scottish Library and Information Council.

HILT is currently (December 2001) finalising its recommendations on the way forward after a consultation exercise.

International developments and initiatives

A wide range of international developments, projects and funding programmes is important in the context for Full Disclosure. Here we summarise a few initiatives of potential relevance which are indicative of wider

developments and trends. These focus on the European Union⁷, Australia and North America. Relevant international developments relate principally to “coordination mechanisms for digitisation programmes” in cultural heritage, education and research, and the harmonization of standards across the three domains.

The need for cross border cooperation is articulated in the Lund Principles (European Commission, 2001). The Lund Principles note the “lack of simple, common forms of access for the citizen”, which is “compromised by the lack of common approaches and technical standards as well as by lack of support and systems for multilingual access”, as well as the need for “institutional investment and commitment. Digitisation requires a commitment from individual organisations, frequently the memory organisations such as archives, libraries and museums, to long-term, expensive and technically demanding actions”. Among the Principles adopted to address such issues are included:

“Making visible and accessible European cultural and scientific content by setting up national inventories (of projects, or of selected content). These inventories should be aligned with the European infrastructure for digitised content by complying with standards and technologies which support quality and usability of the content, unified access for citizens, affordability and openness of software tools, and long-term accessibility and availability.”

In response to the Lund Meeting’s call for pan-European cooperation and coordination of activity in such fields as metadata, digital preservation and digitization technologies, several European ‘networks’ developed, funded by the European Commission under the Fifth Framework Information Society Technologies (IST) Research and Development Programme, and including

- the PULMAN Network⁸ which will stimulate and promote sharing of policies and practices for the digital era, in public libraries and cultural organizations operating at local and regional level;
- the ERPANET⁹ Consortium which will make viable and visible information, best practice and skills development in the area of digital preservation of cultural heritage and scientific objects; and

⁷ http://europa.eu.int/information_society/index_en.htm

⁸ <http://www.pulmanweb.org/>

⁹ <http://www.erpanet.org>

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- Cultivate Interactive¹⁰, which is a pan-European Web magazine, as a mechanism for promotion and discussion of the IST projects focusing on cultural heritage and a discussion platform for the broader digital cultural community.

A concurrent European initiative on digital information and digitisation of considerable interest to the archive domain, which has promoted and produced a body of work on technical and other standards of potential interest to Full Disclosure projects, is the European Commission's DLM-Forum¹¹ on the problems of the management, storage, conservation and retrieval of machine-readable data. The forum held its first meeting in 1996 and is shortly to hold the fourth meeting in Barcelona in May 2002.

The North America-based CIMI¹² – “a consortium of cultural heritage institutions and organizations [that works] together to bring rich cultural information to the widest possible audience”- in which mda and several UK national museums are members, focuses on “encouraging open, standards-based approaches to creating and sharing digital information” and “applying standards to museum information in demonstration projects”. Its current programme of work under MIDIIS (Museum Initiative for Digital Information Interchange Standards) is “designed to engage members in a set of research exercises and test beds to explore the intricacies and issues involved with museum-to-museum interoperability and exchange of information”.

The National Library of Australia hosts the PADI (Preserving Access to Digital Information)¹³ which, though it focuses on “mechanisms that will help to ensure that information in digital form is managed with appropriate consideration for preservation and future access”, enables access to much useful, international work on issues relevant to Full Disclosure such as metadata, standards, and cooperative research initiatives.

¹⁰ <http://www.cultivate-int.org/>

¹¹ http://europa.eu.int/historical_archives/dlm_forum/

¹² <http://www.cimi.org>

¹³ <http://www.nla.gov.au/padi/>

Appendix B

The Study Brief for the Full Disclosure Prioritisation Study

The Full Disclosure Implementation Group requires a consultant to assess priorities for retrospective cataloguing conversion and retrospective cataloguing and documentation projects across the library, archive and museum domains, throughout the UK. The consultant is expected to develop and refine criteria by which priorities for retrospective conversion and retrospective cataloguing can be established. These criteria will then be taken forward and used by the consultant to produce concrete *named* priorities for retrospective conversion and retrospective cataloguing projects. One anticipated outcome, for example, might be a selection of categories of material that have been identified and proven as priorities using the methods described below. Recommendations for implementing priorities, for example on a regional basis, will also be required.

It is anticipated that the prioritisation project will use a combination of some of the following techniques:

1. Desk research
2. Consultation with professionals
3. Survey of opinion in user groups

Assessment of priorities in retrospective catalogue conversion and retrospective cataloguing projects might include some or all of the following criteria. Please note, this list is not intended to be exhaustive.

1. Conversion meets the needs of end-users.
2. Conversion meets the agenda of funding bodies.
3. Conversion meets the needs of the professional.
4. Retroconversion meets regional priorities.
5. Electronic disclosure of resources would lead to greater use.
6. Heavily used, partially converted collection; residue high priority for conversion.
7. Would complete a conversion programme which has gone a long way but has not been completed.
8. Would build on mapping work which has been carried out through RSLP and CPP.
9. A neglected subject or geographical area.
10. New records would be valuable for others who are carrying out derived cataloguing.

Minimum deliverables

A detailed timetable for the study, including distinct milestones, with a date for the delivery of the prioritisation criteria to be agreed with the project steering committee.

A written report which is satisfactory to the project steering committee, presented in a form capable of being mounted on the Cooperation and Partnership Programme website.

The report should include:

- Detailed criteria for the assessment of priorities for retrospective conversion and retrospective cataloguing projects.
- Clearly defined priority areas for retrospective conversion and retrospective cataloguing in libraries, archives and museums in the UK.
- Recommendations for the implementation of a system of prioritisation.

Appendix C

List of FDIG and Management Group members

The Full Disclosure Implementation Group (FDIG) is the successor to a British Library Pathfinding Group and acts as the steering group currently undertaking the initial elements of the Full Disclosure programme listed above. It comprises:

- Chris Batt, Resource: The Council for Museums, Archives and Libraries
- Clive Field, Director of Scholarship and Collections, British Library (Chair)
- Anna Grundy (Secretary), Full Disclosure Project Officer, British Library
- Frances Hendrix, Library and Information Cooperation Council (LINC) and Laser Foundation
- Stephanie Kenna, Cooperation and Partnership Programme, British Library
- Ronald Milne, Research Support Libraries Programme (RSLP)
- Louise Smith, mda, representing the Museums community
- Karen Stanton, Director of Information Services, Nottingham University representing Higher Education
- David Thomas, PRO, representing the Archival community

The Prioritisation Study was guided by a Management Group comprising

- Ronald Milne, Research Support Libraries Programme (RSLP)
- Stephanie Kenna, Cooperation and Partnership Programme, British Library
- Anna Grundy, Project Officer, The British Library

Appendix D

Individual professionals consulted in the Study

1. Adrian Babbidge, Director, East Midlands Museum Service
2. Anne Bell, Director of Library Services, King's College London / Chair, M25 Consortium
3. Carl Boardman, County Archivist, Oxfordshire Record Office
4. Ann Borda, Science Museum
5. Heather Broughton, Director, Leicestershire Libraries, Museums and Arts
6. Robert Bud, Science Museum
7. Sean Bullick, National Museum Directors' Conference
8. Jane Carmichael, Director Collections, Imperial War Museum
9. Reginald Carr, Bodleian Librarian, Oxford
10. Lesley Colsell, Deputy, East Midlands Museum Service
11. Guy Daines, The Library Association
12. David Dawson, Resource
13. Pauline Dingley, Science Museum Library
14. John Dolan, Acting Assistant Director (Library & Information Services), Birmingham City Council
15. Neil Entwistle, Sub Librarian (Resources), Queen Mary College, University of London
16. Clive Field, Director Scholarship and Collections, The British Library
17. Peter Fox, Librarian, Cambridge University
18. Justin Frost, Resource
19. Rob Froud, County Librarian, Somerset County Libraries
20. Kathy Gee, Director, West Midlands Regional Museums Council/Deputy Chairman, Committee of Area Museum Councils
21. Malcolm Graham, Head of Oxfordshire Studies, Oxford County Libraries
22. Andrew Green, National Librarian, National Library of Wales
23. Alex Hayward, Suffolk Museums
24. Frances Hendrix, LASER Foundation, LINC and FDIG Member
25. David Hill, South West Museums Council
26. Dieter Hopkin, National Railway Museum Library & Archive
27. Beth Houghton, Tate Gallery & Archive
28. Dr Deborah Jenkins, Head Archivist, London Metropolitan Archives

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29. Peter Johnston, Collection Description Focus (UKOLN)
30. Peter Keelan, Salisbury Librarian, Arts Library, Information Services, Cardiff University
31. Nick Kingsley, Gloucestershire Record Office
32. Chris Kitching, Historical Manuscripts Commission
33. Karen Knight, Resource
34. Derek Law, University Librarian & Director of Information Strategy, University of Strathclyde
35. Ray Lester, Natural History Museum
36. Margarete Lincoln, Director Research and Curatorial Development, National Maritime Museum
37. Michael Long, Deputy Director, NEMLAC
38. Nigel McCartney, Director of Information Services, University of Ulster
39. Ian McGowan, National Librarian, National Library of Scotland
40. Diana Mercer, Head of Bibliographic Services, University College London
41. Ronald Milne, Director, RSLP
42. Sarah Mitchell, NOF
43. Ian Morrison, Scottish Museums Documentation Office, National Museums of Scotland
44. Ian Mowat, Librarian, University of Edinburgh
45. Simon Olding, Director of Policy & Research, Heritage Lottery Fund
46. Guenever Pachent, Suffolk Libraries and Archives
47. David Pearson, Director Library and Archive Services, Wellcome Trust
48. John Powles, Deputy Librarian, Glasgow Caledonian University
49. Andrew Roberts, Museum of London
50. Bridget Robinson, Collection Description Focus (UKOLN)
51. Bruce Royan, Chief Executive, SCRAN
52. David Ruse, Asst. Director, Lifelong Learning, Westminster Council
53. Paul Sawyer, Cardiff Libraries
54. Richard Sewell, Assistant Director, Council of Museums in Wales
55. Deborah Shorley, University of Sussex
56. Gerry Slater, Chief Executive, Public Record Office of Northern Ireland
57. Louise Smith, Chief Executive mda
58. Dr Michael Stansfield, Merton College Library
59. David Thomas, Deputy Director, Public Record Office
60. Vanessa Trevelyan, Director, Norfolk Museums
61. Geoff Warren, Director, The Libraries Partnership, West Midlands
62. David Weston, Keeper of Special Collections & Head of Preservation, University of Glasgow
63. Maria White, Tate Library, Tate Britain
64. Gareth Haulfryn Williams, Gwynedd County Council Records Office

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- 65. Alicia Wise, JISC/DNER
- 66. Nick Wyatt, Science Museum Library

Written submissions received

1. Dennis Pilling, Head of Acquisitions and Cataloguing, on behalf of The British Library
2. Tom Roper, Head of RCVS Library and Information Service, on behalf of the Consortium of Independent Health Libraries in London
3. Paul Brough, County Archivist & Chair, South West Regional Archive Council, Cornwall Record Office
4. Susi Woodhouse, President, on behalf of International Association of Music Libraries (UK), Archives and Documentation Centres
5. Patricia J. Methven, Director of Archive Services, King's College, London
6. Peter Burnett, Head of Technical Services, Bodleian Library, on behalf of the University of Oxford library community
7. Paul Ayris, Director of Library Services, on behalf of University College, London
8. Jean Sykes, Librarian & Director of Information Services, London School of Economics
9. Astrid Wissenburg, Assistant Director (Information Resources), Information Services & Systems, King's College, London
10. Marie-Pierre Detraz, RSLP Project Manager, on behalf of the Ensemble Management Board
11. Dr Mary J. Auckland, Director of Library & Learning Resources, The London Institute
12. Heather Doherty, Information Officer, on behalf of the Scottish Museums Council.
13. Claire Hudson, Head of Information & Collections Management, Theatre Museum National Museum of the Performing Arts

Appendix E

Broad subject themes emerging from the Study

Collections, themes and subjects to be catalogued or retro-converted	Libraries	Museums	Archives
Archaeology		X	
Art and design	X	X	X
Company records, especially those of the former nationalised industries and utilities			X
Costumes and textiles	X	X	
Cultural & social diversity and minority language interests	X		X
Ethnography		X	
Fine art (especially portraiture)		X	X
Geology		X	
Great Britons	X	X	X
Imperial and colonial heritage / legacy		X	X
Legal issues	X		X
Local studies material	X		X
Maritime studies		X	X
Medical archives			X
Military history and the World Wars		X	X
Mining and ship-building	X	X	X
National curriculum themes	X	X	X
Natural sciences		X	
Performing arts	X	X	X
Political groups and parties			X
Science and industry	X	X	X
Shakespeare	X		X
Technology	X	X	X
Transport		X	X

Appendix F

Using the Prioritisation Assessment Tool

The fictitious Cultural Heritage Foundation (described below) would assign ratings to the prioritisation criteria as shown below. Three fictitious project proposals – Borsetshire Record Office, the Monkton Museum Trust and the Heart of England Waterways Project - are described and 'scored' using these ratings.

The Cultural Heritage Foundation

The Foundation's Full Disclosure Programme

The Cultural Heritage Foundation is pleased to be able to support the objectives of the Full Disclosure Initiative. It has established the Full Disclosure Programme to support interesting and innovative projects in archives, libraries and museums. The goal is to support the cataloguing and documentation of our national cultural heritage.

Our emphasis is on bringing information about our national cultural heritage to the attention of the widest possible community of people. We wish to support the cataloguing and documentation of important collections that can make a real contribution to the understanding of our cultural heritage at national and regional level.

We are particularly interested in projects that will contribute to the comprehensiveness of records within subjects or within geographical areas.

We are actively seeking applications from institutions that can demonstrate a real commitment to the creation and maintenance of full records of their collections. Further, we will expect to see evidence that the collections in question will be managed and cared for in line with nationally agreed standards and norms. In most cases we will expect applications to be supported by a fully-documented collections management and care strategy.

As with all our work, the Foundation is interested in making the widest possible impact with the monies it disperses. In the context of this Programme, however, the Foundation's Trustees have decided to give highest priority to the project that will support scholars and researchers, particularly those working in the UK higher education system.

While we recognise the need for, and the benefits of, collaboration between institutions and across sectors and domains, we recognise that such collaboration is not always appropriate. We are, therefore, willing to receive applications from single institutions.

Full Disclosure Prioritisation Study: Appendix F

Ratings assigned to criteria by the 'Cultural Heritage Foundation'

Selection criteria	High priorities	Rating	Medium priorities	Rating	Low priorities	Rating
The relationship to other collections	Contains unique material of national or international significance	10	Contains unique material of local significance	8	Contains a substantial amount of unique, but not significant material	6
	Contains unique material of regional significance	10	Contains material that is unique within the region	8	Contains little unique material	6
			Contains material that is unique within the locality	8		
	Supports the achievement of national policy objectives	10			Does not contribute to wider policy objectives	6
	Supports the achievement of regional policy objectives	10				
	Contributes significantly to the comprehensiveness of records within a subject area	10	Contributes significantly to the comprehensiveness of records within a locality	8	Makes an insignificant contribution to the comprehensiveness of regional or local records or to records within a subject area	6
	Contributes significantly to the comprehensiveness of records within a region	10				
The institutional context	Collection will be managed within a clearly-defined collection management policy	8	Institution lacks a collection management policy but provides evidence that the collection will be looked after to generally agreed standards	6	Care of the collection follows no clear pattern	4
	Collection contents have been reviewed and low value material has been discarded	8	Collection contents will be reviewed and low value materials discarded as part of the project	6	There are no plans to discard unwanted material	4

Full Disclosure Prioritisation Study: Appendix F

Selection criteria	High priorities	Rating	Medium priorities	Rating	Low priorities	Rating
The institutional context [cont'd]	Assessments of risk have been undertaken and steps have been taken to reduce risk wherever possible	8	Collection is at risk and the aim of the project is to create an enduring record	6	There has been no systematic assessment of risk, or efforts to minimise risk	4
	Institution is easily able to accommodate increased levels of use	8	Increased use of the collection could be accommodated relatively easily	6	Accommodation for users is already stretched and not able to accommodate any increase	4
	Firm plans exist to promote use and awareness of collection.	8	Little consideration of promotion.	6	No plans exist to promote greater awareness of the collection	4
Potential use	Collection is of demonstrable interest to all the target user groups of the institution and/or consortium	6	Collection is of considered to be of interest to several of the target user groups of the institution and/or consortium	4	Collection is of considered to be of some interest to at least one of the target user groups of the institution and/or consortium	3
	Creation of the catalogue is part of a strategy designed to attract new users to the institution	6	New catalogue or database is likely to attract new users to the institution	4	Resultant catalogue or database is unlikely to attract new users	3
Collaboration	Cross-domain collaborative projects	4	Cross-sectoral collaborative applications	3	Single-institution application from institutions with obvious or natural partners	2
	Cross-sectoral collaborative projects with demonstrable benefits for all partners	4	Joint application where collaboration offers little demonstrable benefit to the partners	3		
	Single-institution projects relating to isolated areas	4				
Value for money	Unit costs are in line with those prevailing elsewhere or, if not, there are good reasons for the variation	3	Unit costs are in line with those elsewhere but the institution does not plan to enhance the value of the funder's contribution	2	Unit costs exceed those prevailing elsewhere and no good reasons are offered to explain the variance	1
	The institution will take steps to enhance the value of the funder's contribution	3				
Totals		130		78		53

Borsetshire Record Office

Borsetshire Record Office is the primary repository for the historic county of Borsetshire. In the heart of England, the county holds many records of national, regional and local interest. *(Score 10, regional significance + 8 local significance + 8 unique within the locality)*.

We have, for example, a small collection of records relating to King John's pursuit and prosecution of Robyne Whoode, the outlaw on whom the Robin Hood myth was based. This collection is consulted by Robin Hood enthusiasts from all over the world. *(Score 4 some interest to target users of institution and Score 4 new catalogue likely to attract new users)*

The Record Office has recently taken over a fine new building with greatly improved storage areas, workrooms and public consultation space. This development enables us to make new inroads into the documentation of so-far unrecorded archives and to convert our existing paper-based records into electronic form. *(Score 8 contributes to local comprehensiveness of records + 8 easily able to accommodate increased use)*

If successful, this proposal will enable us to make good the deficiencies experienced by our users and noted in the recent survey by the Heart of England Regional Museums, Libraries and Archives Council (HERMLAC, 2001). *(Score 6 does not contribute to policy objectives)*

We estimate that we have over 2500 boxes of photographic and cartographic records, most of them relating to Borsetshire as it was constituted before the local government reorganisations of the mid-1970s and early 1990s. In addition we have over 5000 items which have been deposited by local parishes. We have also recently received a large volume of material from Borchester District Council. We estimate that it will take 5 person-years to document these collections adequately. We also have an estimated 1800 pages of manuscript catalogues, which cover the rest of the collection. We wish to convert these records to machine-readable format so that we can mount a full catalogue of the Borsetshire Record Office on the Internet. *(Score 4 no clear collection care pattern + 4 no plans to discard)*

The work will be supervised by Susan Carter, Deputy Director of the Record Office. Susan has considerable experience of work of this kind, having created a full digital record of the Ambridge Hall archive. Susan will be assisted by Edward Grundy, our newly appointed Assistant Records Officer. Edward will work part-time on the project while continuing to fulfil his other community-based responsibilities. The task is, however, considerable and we plan to complete the work in time for the Golden Jubilee of the Borsetshire Record Office in 2005. We are, therefore, seeking funding to enable us to employ two additional documentalists who will work full-time on the project for two years. *(Score 6 little consideration of promotion)*

The records that we will be documenting relate principally to Borsetshire and its environs. As we are the primary repository for such records, there is little scope for collaboration. We have explored the scope for collaboration with the three main private archive collections in the County - Ambridge Hall, Netherbourne Hall and the Pargeter Papers. These collections do not face pressing needs for retrospective cataloguing at present but may do so in the future. When they do, we feel that the expertise that we will have established in the Borsetshire Record Office will represent a resource on which they can draw. We also work closely with Catherine Perks, the Local Studies Librarian of Borsetshire County Library. *(Score 2 single-institution application from institution with obvious partners)*

We estimate that the costs of the project will be as follows:

Temporary Documentalists

- 2 posts each for 2 years
- Based on an annual salary of £21,750 plus NI and superannuation £106,140

Equipment

- Two personal computers plus peripheral equipment £2,300
- Retrospective conversion work £25,000

Total **£133,440**

(Score 2 unit costs in line with those elsewhere but no matching funds / resources)

Borsetshire Record Office scored 74

Mockton Museum

(Score 4 single institution project relating to isolated area)

The Mockton Museum Trust is responsible for a significant collection of industrial, social and transport history. We fulfil a county-wide role as a centre for local and regional history, however the region's commercial and industrial past is of national and international interest and the our transport collections represent a unique resource documenting the early years of rail travel. *(Score 10 unique material of national/international significance + 8 unique within region + 8 unique within locality)*

We currently have a small study room where visitors can consult our library material as well as those archival and photographic collections which are currently catalogued and accessible. Information about these collections is not available online however, and those paper-based lists which exist already, represent only a small proportion of the collections held by the museum. The library catalogue is held on cards. **(Score 10 contributes to comprehensiveness of records in subject area)**

The museum plans to move the majority of its artefact collections to a shared regional storage facility, a process which is due to begin in 12 months. Although most of its collections are documented on a card catalogue, many of these records were compiled by volunteers over a long period of time and the information has been recorded using a variety of different standards. **(Score 8 easily able to accommodate increased use)**

There are also two significant collections (the Railton Collection of signalling equipment and the Fred Late Collection of prints, drawings and photographs) which have had no documentation work undertaken since their arrival in the early 1980s, but which are in great demand by local and social historians within the region, and transport historians internationally. It is therefore proposed to check all items against existing documentation, and create or amend/augment records as required during the move, which will result in a newly created and/or verified description and location record for all items. Undertaking the documentation review, as part of the planned move, will reduce the need to handle material twice and will serve as an inventory and audit of the collections. *(Score 10 collection managed within clearly define collections management policy + 4 no plans to discard unwanted material).*

Once in the new storage facility, all material will be accessible in the shared Regional Study Centre, funded by the HLF Access Programme, and it is planned that catalogues of all material will be made available via the shared information retrieval system which is to be provided as part of the storage facility. *(Score 10 achievement of regional policy objectives + 6 creation of catalogue part of strategy to attract new users).* Newly created records will also be able to be added to the Sense of Place online learning resource which is being funded by the NOF Digitise programme. As part of this programme, users of the online resources will be invited to provide additional information about the collections. **(Score 10 supports achievement of national policy objectives).** Identification of specialist equipment by former railworkers, as well as the identities of individuals, will add value for specialist historian users as well as local history and genealogical researchers. *(Score 6 of demonstrable interest to target users).*

We estimate that the costs of the project will be as follows:

Temporary Documentaion/collections management staff

- 3 posts each for 3 years (including project manager)
- Based on an annual salary of £21,750 plus NI and superannuation £238,815

Additional subject advisors

- Equivalent of 1 post 1/3rd time over three years
- Based on an annual salary of £21,750 plus NI and superannuation £26,535

Equipment

- Three personal computers plus peripheral equipment £3,450
- Retrospective conversion work £25,000

Total £293,800

(Score 2 unit costs are in line with elsewhere but no matching resources)

The Mockton Museum Trust scored 96

The Heart of England Waterways Project

This proposal is submitted by a consortium of institutions that have important collections of material relating to Waterways in the Heart of England. The consortium is being led by the Heart of England University. The other members are the local record offices for Borsetshire, Combershire, Hardwicke and Wallop; the Central England Waterways Preservation Society, the Waterways and Industrial Heritage Museum and the county libraries of Borsetshire and Combershire. They each have collections of un-catalogued or un-documented material. In addition, the Heart of England University and the Central England Waterways Preservation Society have paper records of parts of the collection that will be converted into digital form.

(Score 4 collaboration cross-domain + 4 cross-sectoral)

The significance of the project

There is a great interest in Waterway transport. For the last twenty years, The Heart of England University has run successful full-time and extra-mural courses on our canal heritage and this has stimulated considerable research activity among the wider academic community. Currently three candidates are registered for related PhDs and the issue is frequently addressed by students at Masters level.

(Score 10 collections of national significance + 10 regional significance + 8 unique to locality)

All members of the consortium are regularly approached by teachers and children who are studying waterways transport and the canal network as part of their Key Stage 3 activities. The record offices and the public libraries have, in the past, cooperated to produce learning packs containing facsimiles of key documents. These have been very well-received by both teachers and children.

In addition, canal transport and the waterways is a subject of perennial interest to independent learners. The University's extra-mural courses are frequently over-subscribed and a brief history of the networks - *Plodding along the towpath* - has just been re-printed for the third time by Borsetshire County Library.

(Score 10 contributes significantly to comprehensiveness of records in subject area)

We are confident, therefore, that, by creating a complete record of material related to waterways in the Heart of England, we will enable all kinds of students and researchers to pursue their interests more effectively. We also believe that the project will contribute towards the achievement of three of the government's key objectives. It will facilitate lifelong learning, instilling in children a sense of resource-based discovery while also meeting the needs of existing adult learners. It will help to instil a sense of regional identity, emphasising the importance of the waterways for the Heart of England while also illustrating the centrality of this region within the wider transport network. We hope also to address the social inclusion agenda by demonstrating the importance of bargemen and their families - a previously excluded group - to the region's economy and its cultural life.

(Score 10 contributes to national policy objectives + 10 contributes to regional policy objectives)

While our primary concern is to develop a resource that will be of importance within the region, we are conscious of the wider national and, indeed, international interest in waterways and their role in the industrial revolution. By making our records available over the Web we will be able to reach out to the international community of scholars and waterway enthusiasts.

(Score 6 of demonstrable interest to target users of consortium + 6 creation of catalogue part of strategy to attract new users)

The collections

As a consortium we have already done much to promote awareness of and interest in our collections. We have contributed as a group to the *Futures Together* collection description exercise. In doing so, we were able to undertake a limited amount of collection rationalisation. A more rational approach to the allocation of archives to the record offices was, perhaps the most concrete result. We also used the opportunity to discard much unwanted material and we are confident, therefore, that the material that remains will be of interest and use both now and in the future. We have all agreed to manage the collections within nationally accepted standards of collection care.

(Score 8 part of collection management policy + 8 content has been reviewed and unwanted material discarded)

Consistency and inter-operability

There is clearly an issue about consistency of approach and the interoperability of the resultant records. Here we are actively seeking advice from the **mda**, from the Interoperability Focus of UKOLN and from the Public Record Office. While our intention is to produce a seamless set of records, there are clearly some intractable problems that we will need to overcome. The first phase of the project is, therefore, devoted to resolving these issues. We are, however, committed to following established best-practice within the library, archive and museum domains so that the resultant records will be compatible, not only within the region, but with the records produced by comparable institutions elsewhere in the UK and internationally.

The project

We have organised the project into four phases:

- **Phase One** Concerned with resolving the interoperability and standards issues.
- **Phase Two** Devoted to training a core group of staff who will undertake the retrospective cataloguing, documentation and conversion work. We aim to recruit three lead individuals - one each for the libraries, the archives and the museum. They will train and supervise the actual work undertaken by staff within the institutions, ensuring that the work is undertaken to common standards.
- **Phase Three** The actual work of cataloguing, documentation and retrospective conversion will be undertaken. This is the longest and most expensive phase. We will take steps to ensure that the work is carried out in a cost-effective manner.
- **Phase Four** Primarily concerned with mounting the resultant catalogues and databases on public access networks. In this the Information Systems Department of the University will assist us. Once the material is available on the networks, we will begin a systematic programme of activities and events to promote awareness of both the catalogues and the collections.

(Score 8 firm plans for promotion)

Costs

The project will require three years to complete. The costs itemised below are, therefore, for the full three years. The timing of the award will determine how the costs are allocated over financial years.

Staff costs

- Coordinator £91,500
- 3 Project staff £203,130

Other costs

- Equipment £6,000
- Travel and subsistence £2,500
- Consultancy advice £4,000

Total £307, 130

Consortium contribution

In addition to the work undertaken by the three Project Staff, staff currently employed by the consortium members will undertake a considerable amount of the cataloguing. Over the course of the project, this will amount to the equivalent of six person years. The promotional activities in Phase 4 will also be undertaken mainly by consortium staff, amounting to a further contribution of about three person years, plus ancillary costs. We therefore estimate that consortium members will be contributing about £220,000 towards the overall costs of the project.

(Score 3 unit costs in line with elsewhere + 3 contributing enhanced and matching resources)

The Heart of England Consortium scored 108

Appendix G

Full Disclosure: Priorities for action Conference: List of Participants

Monday 28 January 2002, The British Library Conference Centre

Judy Aitken	Heritage Lottery Fund
Robert Atkinson	Library Services, University College London
Janet Aucock	St Andrew's University Library
Paul Ayris	Library Services, University College London
Chris Batt	Resource
Sandie Beaney	Leeds University Library
Alison Berwick	Archives Lottery Adviser
Sian Best	Cardiff County Libraries
David Blake	The British Library
Lesley Blundell	Corporation of London
Carl Boardman	Oxfordshire Record Office
David Bradbury	Corporation of London
Karen Brookfield	The British Library
Sue Brown	Library Association
Philip Bryant	
Peter Burnett	Bodleian Library
Eileen Burt	Newcastle Libraries & Information Services
Stella Butler	John Rylands University Library of Manchester
Hugh Campbell	Public Record Office of Northern Ireland
Jane Carmicheal	Imperial War Museum
Julie Carpenter	Cultural Heritage Consortium
Ann Chapman	UKOLN
Richard Chesser	The British Library
Ann Chumbley	Sheffield Galleries & Museums Trust
Mary Clapinson	Bodleian Library
Andrew Coburn	Essex Libraries
Audrey Collins	
Barry Cropper	Corporation of London
Margaret Croucher	Resource
Mike Crump	The British Library
Mabeth Curry	Edinburgh Central Library
Alan Danskin	The British Library
Gill Davenport	Research Support Libraries Programme
Keith Davis	Andersonian Library
David Dawson	Resource
Shirley Day	Resource
James Derriman	
Marie-Pierre Detraz	University of Birmingham Information Services
Pauline Dingley	Science Museum Library
Doug Dodds	National Art Library
Sarah Dodgson	Rare Books Group
Heather Doherty	Scottish Museums Council
John Dolan	Birmingham City Council

Full Disclosure Prioritisation Study: Appendix G

Sue Donnelly	British Library of Political & Economic Science
Gail Downe	SCONUL
Jill Draper	CIP
Robert Duckett	Bradford Libraries
Amanda Duffy	Westminster Libraries
Gordon Dunsire	Napier University Learning Information Services
James Elliot	The British Library
Andrew Evans	OCLC Europe
Gale Evans	National Museums & Galleries of Wales
John Feather	Loughborough University
Clive Field	The British Library
Helen Forde	Cultural Heritage Consortium
Robin Francis	National Portrait Gallery
Justin Frost	Resource
Elaine Fulton	Scottish Library and Information Council
Colin Galloway	University of Glasgow Library
Don Gibbs	Libraries & Heritage, Derbyshire County Council
Jane Gibson	RAF Museum
Henry Girling	The British Library
Moira Goff	The British Library
Lesley Gordon	Robinson Library, University of Newcastle
Alice Grant	Cultural Heritage Consortium
John Gray	Linen Hall Library
Jim Grisenthwaite	Cumbria County Council
Anna Grundy	The British Library
Margaret Hawkins	Instant Library Ltd
Martin Hayes	Worthing Library
Richard Haywood	The British Library
Ruth Hellen	International Association of Music Libraries (UK)
Frances Hendrix	LASER Foundation
David Hill	South West Museums Council
John Hinshelwood	
Susan Hockey	SLAIS, UCL
Paul Hodson	NEMLAC
Dieter Hopkin	National Railway Museum
Beth Houghton	Tate Library & Archive
Paul Hubbard	HEFCE
Claire Hudson	Theatre Museum
Jackie Hwang	University of Birmingham Information Services
Kitty Inglis	University of East Anglia Library
Harvey James	The London Library
Nick James	University of Leicester Library
Heather Jardine	Corporation of London
Deborah Jenkins	London Metropolitan Archives
Dominic Johnson	
Dorothy Johnston	University of Nottingham Library
Hettie Jones	Freelance Librarian
Claire Jones	Bowes Museum
Ruth Kamen	British Architectural Library
Nick Kingsley	National Council on Archives
Margaret Kirby	Westminster City Council
Thalia Knight	Royal College of Surgeons of England
Vanessa Lacey	Cambridge University Library

Full Disclosure Prioritisation Study: Appendix G

Janet Lees	OCLC Europe, the Middle East & Africa
Juliet Leeves	Library Systems Consultant
Sarah Lewin	Hampshire Record Office
Yvonne Lewis	The National Trust
Margarette Lincoln	National Maritime Museum
Ewa Lipniacka	Polish Library
Vanessa Marshall	National Preservation Office
Wesley McCann	Stranmillis University College
Aileen McClintock	Public Record Office of Northern Ireland
Joe McLaughlin	University of Ulster Library
Diana Mercer	Library Services, University College London
Patricia Methven	Archive Services, King's College London
Ronald Milne	Research Support Libraries Programme
Nick Moore	Cultural Heritage Consortium
Ulrike Moret	National Library of Scotland
Ian Morrison	Scottish Museums
Will Naylor	HEFCE
Julian Osley	British Architectural Library
Michael Page	Surrey History Service
Martin Palmer	Essex County Council
Roger Parish	Nottingham Central Library
Rachel Perkins	Natural History Museum
Dennis Pilling	The British Library
Glynis Platt	John Rylands University Library of Manchester
Penny Pope	University of Westminster
Claire Powell	London Library
Clare Powne	University of Durham
Guy Purdey	South East Museums Agency
Liz Rees	Tyne & Wear Archives Service
Debbie Richards	Leicestershire Museums Arts & Records
Michael Richardson	Bristol University
Sian Roberts	Birmingham City Archives
Alison Roberts	University of Edinburgh Library
Andrew Roberts	Museum of London
Bridget Robinson	UKOLN
Tom Roper	Royal College of VS Library & Information Service
Seamus Ross	Humanities Advanced Technology Information Institute
Dawn Routledge	Resource
Ann Rowe	Cumbria Record Office
Bruce Royan	Scottish Cultural Resources Access Network
Astrid Rudjord	Literary and Philosophical Society of Newcastle
Katie Sambrook	King's College London
Dick Sargent	Historical Manuscripts Commission
Graham Shaw	The British Library
Margaret Sheridan	National Library for the Blind
Paul Sillitoe	The Waterways Trust
Murray Simpson	National Library of Scotland
Gerry Slater	Public Record Office of Northern Ireland
Geoff Smith	The British Library
Louise Smith	mda
Robert Smith	The British Library
Rachel Stockdale	The British Library
Bill Stocking	Public Record Office

Full Disclosure Prioritisation Study: Appendix G

Iga Szmidt	The Polish Library
JRH Taylor	Cambridge University Library
Richard Taylor	National Railway Museum
Alan Thomas	Pratt Institute, New York
Pam Thompson	Royal College of Music
Frances Thomson	University of Liverpool
Diane Tough	Natural History Museum
Geoff Warren	West Midlands Libraries Partnership
Iain Watson	The Hancock Museum
John Watts-Williams	The National Library of Wales
Patricia Whatley	University of Dundee
Ian Whitehead	Hartlepool Arts & Museums
Christine Wise	University of London Library
Astrid Wissenburg	King's College London
Susi Woodhouse	Resource
Christine Woodland	University of Warwick Library
Christopher Wroath	Imperial War Museum

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