



Resources for museums, libraries and archives





Foreword

When it was announced that MLA South East would be winding up to make way for a new national MLA by March 2009, many of you asked what would happen to all the valuable information and resources on our website. Whilst some of the materials will still be available through other organisations' websites, others may, over time, prove more difficult to find.

So, in response, we have gathered together most of the web resources, publications, research reports, In Briefs and case studies that are currently available and transferred them on to this DVD. This way we can ensure that they will continue to be available and easy for you to find in future.

No doubt, as the pace of change continues to increase and new initiatives are introduced, some of the materials, particularly the In Briefs, will begin to date. However, we are confident that many of the key messages that they contain about the contribution that the sector makes to the region's cultural, social and economic life will stand fast for many years to come. The research reports and the case studies, of which there are around 150, will continue to provide evidence of the sector's impact and will remain as a tremendous source of inspiration and ideas for new projects in museums, libraries and archives in all parts of the region and beyond.

We hope that these resources will help you and your organisation to continue to develop and prosper in future years.

Helen Jackson, Chief Executive, MLA South East
September 2008

Introduction to the DVD

From April 2002 until December 2008, MLA South East worked with the museums, libraries and archives of the region and other influential partners to maximise the sector's contribution to the region's cultural, social and economic life.

We worked to find ways to provide leadership, advice and support for the large number of museums, libraries and archives across the South East as efficiently and effectively as possible, encouraging 'cross-domain' working where appropriate, whilst, at the same time, recognising the particular needs of each type of institution and the people working within them.

Most of the materials on the DVD are, therefore, grouped together under nine cross-domain themes that have guided our work and will be familiar to you. They are **Funding and fundraising, Strategic marketing, Community engagement, Local government, Sustainable communities and cultural planning, Learning and skills, Collections, Health and well-being** and **Workforce development**. Resources that are very specific to museums, libraries or archives are grouped together separately.

The section devoted to **local government** has been put together for those of you working in or with local authority services. It contains new advice on how to demonstrate that museums, libraries and archives contribute to local authority outcomes and improve performance, together with a large number of In Briefs designed to support your advocacy work. We have not included our 2012 and 'Find Your Talent' In Briefs or information about Generic Social Outcomes because these agendas are changing at such a rate that we advise you go to MLA's website for the latest update.

Most of the case studies are placed under the nine themes. However, about a third are under **learning and skills** because so many of them have been

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generated by the Strategic Commissioning Education Programme and its predecessor, the Museums and Galleries in Education Programme.

Several publications have been included that pre-date the formation of the cross-domain regional agency, such as *A Measure of Success* (2001) and *Museums of the South East 2000*, produced by the Southern and South East museums agencies respectively. These mapping exercises provide a set of valuable, externally validated and professionally agreed benchmarks for the museum services of the South East as they were at the beginning of the millennium.

Funding and fundraising

The funding and fundraising pages on the MLA South East website proved to be some of the most popular, recording a consistently high number of hits. For this reason we have pulled together most of the information provided on those pages into a single document on the DVD called *Information and guidance for funding and fundraising*. We recommend you start with this to find your way around the fundraising resources and grants schemes available to the museums, libraries and archives sector.

Our skills development work in this area generated a number of useful and popular resources, which have also been downloaded on to the DVD, including those created by the Fundraising Advisory Service (delivered by Hopkins van Mil) offered to museums by the Museums Development Service. Many of them are entirely appropriate for use by libraries and archives as well, such as the planning templates, checklists and tips on writing for fundraising.

An alternative set of resources is provided in the MLA South East *Project planning advice and guidance* pack, which pre-dates the Hopkins van Mil work but contains lots more valuable advice.

Further ideas for income generation in libraries are contained within two *Public Libraries Income Generation Project: Interim and Business Models Reports* written by Daren Kearl of Kent County Council. The reports led to more in depth work on merchandising and e-commerce, guidance on book withdrawals and sales and local studies premium research services.

We have worked extensively with Arts & Business, who have provided more funding advice and support to the sector and are available to do so in the future.

Strategic marketing

In partnership with **amh** (Arts Marketing Hampshire), we encouraged museums, libraries and archives to use the tools that marketing provides to help them achieve their business objectives, whether these are to retain customers, recruit new customers or to generate income.

MLA South East was committed to integrating strategic marketing into the business processes of museum, library and archive organisations in the South East. We wanted museums, libraries and archives to re-evaluate their core services and their competitive environment to anticipate and respond to the needs of customers and potential customers on a sustainable, long-term basis.

Many of the tools and techniques of marketing are provided on this DVD.

They can be found in:

- *After Value*, the marketing needs assessment that helped us prioritise the marketing support we needed to provide;
- The five case studies for organisations which piloted the After Value marketing planning framework;

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- The report of the *Museums Visitor Data Collection* project to test customer information collecting methods and look at crossover between museums and arts venue audiences;
- Briefings on two market intelligence tools available to the sector through **amh** – *Area Profile Reports* and *ACORN profiling* that are ideal for community profiling.

Further advice and support is available from **amh** and **sam**, the audience development agencies based in Romsey (Hampshire) and Brighton. Contact details are provided towards the back of this publication.

Community engagement

Developing better relationships with customers is essential if museums, libraries and archives are to continue to develop and thrive in society. By actively engaging with their local community, museums, libraries and archives have already demonstrated that services can be shaped according to need and use can increase.

MLA South East was keen to develop the skills of the sector in order to meet this challenge and has supported this through a number of seminars on community profiling and community engagement. We were particularly keen to see the sector developing and exploiting links with strategic partners to aid the engagement process. Content from a number of these training events and programmes for museums, libraries and archives is made available plus there is additional information on community profiling in the strategic marketing section of the DVD.

The *Social Inclusion Strategy* and reports on social inclusion and community cohesion set the scene and guidance on increasing community engagement is available through the *Cultural Diversity Toolkit*, a further list of community engagement tools and information on volunteering, including an In Brief and *The Gift of Time – a Volunteering Toolkit*.

Local government

The current performance and improvement environment in local authorities and their partners gives museums, libraries and archives the chance to promote their contribution and gain new and powerful allies to help to secure long-term success. The sector must seize the initiative and ensure that it is represented on Local Strategic Partnerships and included in the long-term vision of the Sustainable Community Strategies.

Over recent years, MLA South East has developed various resources to assist museums, libraries and archives in achieving these ambitions. As well as our 2008 publication, the *Value of Museums, Libraries and Archives to Community Agendas*, there are a number of topical In Briefs to help you address specific initiatives, such as Local Area Agreements (LAA) and the Local Government Association's Cultural Improvement Strategy A Passion for Excellence.

In addition, there are materials that will help you to marshal the key arguments you can use to make your case. You know that the museums, libraries and archives you run have intrinsic value. In today's climate, however, the intrinsic argument is not enough to secure funding. Chief executives, directors and elected members in local authorities face challenging targets in building strong communities, meeting the needs of young people, vulnerable groups and older people, developing their local workforce and building strong economies. Museums, libraries and archives take a back seat to other agendas and must demonstrate their value within an often, bewildering mesh of strategies, plans and targets.

We hope that the resources on this DVD will help you to make a strong case for museums, libraries and archives. We would also recommend you use the *LAA Toolkit* at www.seco.org.uk.

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Sustainable communities and cultural planning

A sustainable community is a place where people want to live and work, now and in the future. Museums, libraries and archives play a vital part within South East communities in creating social capital – the glue that binds communities together and contributes to people's quality of life, building a sense of community and promoting community cohesion, to empowering people through supporting learning and providing access to information and local services.

As a region experiencing significant expansion of its economy and increase in its population, the South East needs to ensure its cultural infrastructure keeps pace with housing growth to create sustainable communities. MLA South East has led a number of key initiatives to secure the extra funding that will be required by museums, libraries and archives to meet the needs of these new and expanding communities. The resources resulting from this work are on the DVD and we recommend you refer to the *Sustainable Communities and Cultural Planning Information and Guidance* sheet first, which pulls the majority of this content together.

The resources include Professor Martin Elson's research into *Museum, Library and Archive Provision and New Development in the South East* and the guidance note on *Securing Developer Contributions for Museum, Library and Archive Facilities in the South East*. This was the preparatory work for MLA's *National Standard Charge for Public Libraries and Archives* published in 2008. More background is provided through In Briefs and content from seminar presentations.

Learning and skills

MLA South East worked with the sector and external partners to ensure that it met the learning, skills, economic, creative and cultural needs of the region. We highlighted informal and formal learning delivered by the sector and effective partnerships at local and regional level. Our key regional partners included LSC SE, SEEDA, GOSE, Arts Council England, South East; Creative and Cultural Skills; Creative Partnerships and NIACE.

The Learning and Skills agenda has been delivered through a number of key programmes, including the:

- Museums and Galleries in Education Programme – a national project which sought to bring museums, galleries and schools together to develop creative ways of delivering the National Curriculum;
- Strategic Commissioning Education Programme – named ‘Cracking open Culture’ in the South East;
- Development of the South East Schools Database Project in partnership with the South East Museum Hub;
- South East Reader Development Partnership with Society of Chief Librarians South East and Arts Council South East;
- INSPIRE projects in the South East – a project opening up libraries to learners;
- Literature Matters programme in the South East;
- Provision of advocacy materials making the case for the role of museums, libraries and archives in learning; specifically informal learning and Skills for Life;
- Encouragement of good practice and case studies.

On the DVD you will find a number of useful resources that have been developed as part of these programmes of work that you may find helpful, including a very large collection of case studies to inspire and promote new ideas.

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Collections

For anyone involved in the preservation, management and use of the region's cultural resources, there are several major cross-domain reports in this section that we recommend you consult. The *South East Stewardship Strategy* was implemented between 2005 and 2008. This strategy, its nine detailed appendices and accompanying In Brief are included on the DVD and provide much of the rationale behind the kinds of support that are being funded by Renaissance South East for example.

The strategy was built on a solid foundation of primary research carried out by MLA South East since its establishment in 2002. It called for:

- partnership and collaboration to support the development of shared storage solutions for the South East;
- the development of evidence based Stewardship advocacy;
- promoting the use and development of MLA's Benchmarks in Collection Care as a standards tool for assessing stewardship performance, and;
- the development of sub-regional emergency response networks and emergency planning support.

Cross-domain studies of documentation backlogs and collecting policies are also provided. Stuart Davies Associates undertook the latter in 2006. They carried out detailed research within the South East and East of England regions and recommended that more collecting policies should be underpinned by strategic planning, be more proactive and collaborative, with greater emphasis on consultation with users.

There is a substantial amount of information, advice and support available for audiovisual archives in the reports for the *South East Audiovisual Mapping and Strategy Project* and the *Commercial Development Toolkit for Audiovisual Collections*.

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Health and well-being

Museums, libraries and archives provide for the physical and mental well being of a wide range of people including children, young adults and older people. Public libraries, in particular, have an established role in providing access to health information and resources through leaflets, books and expert advice.

These services can be strengthened through regional partnerships such as the Health Information Partnership between NHS Librarians, NHS Direct and public libraries brokered by MLA South East. Further information is available from two documents on this DVD produced by Sue Lacey Bryant, *Searching for Health Information* and *Access to Health Information in the South East: A Survey of Activity in Libraries*.

A full toolkit bringing together some of the best examples of good practice identified in the survey, along with guidance on evaluating popular health websites and ideas on how best to handle referrals between libraries is available at www.healthlinklibraries.co.uk.

Libraries in the South East have been involved in promoting sport and activity information through a project funded jointly by Sport England South East and MLA South East. *Libraries as Active Places* provides more information on how to access sport partners and how to engage with the public through and active agenda. The work is illustrated through pilot projects in Hampshire and Brighton & Hove.

Workforce development

When MLA published its workforce development strategy, Learning for Change, it asked its regional agencies to sign up to a set of activities. Regional agencies like MLA South East supported Learning for Change through: advocating sector diversity; brokering sector skills; indicating sector support, and; developing sector partners.

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The key resources stemming from our workforce development work included the *Museums, Libraries and Archives Workforce in the South East of England* research report produced by The University of Brighton's Social Informatics Research Unit and *Change Forward – MLA South East's Workforce Development Strategy* that followed. There is also a useful set of project management hints and tips resulting from a reader development training course and case studies.

Museums, libraries and archives

Resources that are more specific to the individual domains are clustered together after the cross-domain themes.

Each section includes a set of key facts, together with the relevant development strategy that provided the context for much of the work carried out by our domain specialists and strategic programmes.

The museums section benefits from the mapping work published by the regional museum agencies – *A Measure of Success* and *South East Museums Strategy 2000* – prior to the setting up of SEMLAC/MLA South East. This is supplemented by up-dated lists of museums in the region that may not be available elsewhere.

As well as the Renaissance South East newsletters dating back to 2005, some of the resources created by the Renaissance Sharing Skills programme managed by MLA South East are available here. They include advice on IT and the *Archives in Museums* project. Many more are available on the Renaissance South East website at www.museumse.org.uk.

An interesting selection of papers on school libraries and management systems are available in the library specific section, whilst the Community Archives In Brief sits alongside the strategy documents in the archives section.

Contents of the DVD

There are 12 folders on the DVD that match the headings used in this document. In each folder, you will find an introductory page for the theme, which highlights the resources available. This is particularly useful if you are unaware of the work that MLA South East has undertaken.

There is also a full list of contents on the DVD, as well as a separate list of all the case studies included. These are made available in word format so you can search for keywords.

The following list gives you a taste of some of the resources available:

1. Funding and fundraising

- Information and guidance for funding for museums, libraries and archives as well as specific sector advice and resource
- Resources developed for the Fundraising Advisory Service
- Income generation report and business models
- *Project Planning Advice and Guidance*

2. Strategic Marketing

- Case study material from the After Value and Demystifying Marketing Projects
- *After Value Marketing Needs Assessment*
- *Museum Data Collection Report*
- Information on ACORN and Area Profile Reports
- Presentations from the Consultation, Service Development and Branding Seminar

3. Community Engagement

- Reports on social inclusion and community cohesion, including the *Social Inclusion Strategy 2005–07*
- *Cultural Diversity Toolkit*

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- *The Gift of Time – Volunteering Toolkit*
- Tools to help you with community engagement
- Presentations and resources from various events and seminars, including the Getting Engaged Conference and the Community Profiling Workshop

4. Local Government

- Briefing on the local government agenda and our In Brief advocacy documents demonstrating the role of museums, libraries and archives against wider government priorities
- A PDF version of *The Value of Museums, Libraries and Archives to Community Agendas* – a new advocacy document for the sector
- *Key Facts: Participation in the South East*
- A report on *Museums, Libraries and Archives Contribution to the Visitor Economy*

5. Sustainable Communities and Cultural Planning

- *Information and Guidance for Sustainable Communities and Cultural Planning* – an introduction to the agenda and resources
- *Key Facts: South East*
- Resources to support organisations in obtaining developer contributions through Section 106, including the new *National Standard Charge for Public Libraries and Archives*

6. Learning and Skills

- Briefings on museums, libraries and archives contribution to learning including the *Access and Learning Strategy* and a brand new briefing on the *Changing Learning Landscape* in 2008–09
- Briefings, advocacy materials and resources produced from the Strategic Commissioning programme, including *Every Child Matters to Museums*

- Briefings and reports from the South East Schools Database Project, including the latest *Schools Database Report* from 2008
- Practical tools for reader development activities
- Resources from the regional Inspire and Literature Matters projects
- Over 70 case studies to give you ideas and provide inspiration

7. Collections

- *Commercial Development Toolkit for Audiovisual Collections*
- Resources from the Sharing Collections and Emergency Planning projects
- *Stewardship Strategy*
- *South East Audiovisual Mapping and Strategy*
- Other documents including collecting policies, preservation, conservation and collection mapping

8. Health and well-being

- Resources and case studies from the *Health Information Toolkit*
- Resources and case studies from the *Active Places and Everyday Sport* project
- Briefing document on the contribution of museums, libraries and archives to healthy living and well-being

9. Workforce development

- Workforce Mapping Project
- *Workforce Development Strategy*
- Briefing on sector skills councils
- Project Management Hints and Tips
- *ICT Development Strategy*

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10. Museums

- *Key facts: Museums in the South East*
- *Making the connection – A Strategy for Museum Development 2004–07* and the 2008–09 update
- *A Measure of Success*
- Project reports from the *Archives in Museums* project
- *Transforming Museums in the South East: The story so far 2004–06*

11. Libraries

- *Key Facts: Libraries in the South East*
- *Realising their potential – The South East Library Strategy 2002–06*
- SCL SE and MLA South East joint business plans from 2005–08
- *Public Consultation on the use of Public Access Catalogues for the South East Library Management System* project
- *ICT Training Needs of Visually Impaired People*

12. Archives

- *Key Facts: Archives in the South East*
- *Archive Development Strategy 2004–07*
- *Understanding Archival Institutions*
- A briefing on community archives

13. SEMLAC/MLA South East annual reports

SEMLAC: Prior to May 2006, MLA South East was known as the South East Museum, Library and Archive Council (SEMLAC). It changed its name when it joined forces with the Museums, Libraries and Archives Council (MLA) and the eight other independent regional agencies to create 'The MLA Partnership'. Resources on this DVD will, therefore, contain references to SEMLAC publications and projects that pre-date the creation of the Partnership.

Useful contacts

amh (Arts Marketing Hampshire)

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Arts Council England, South East

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Arts and Business

4 Frederick Terrace, Frederick Place, Brighton BN1 1AX

t 01273 738 333 **e** south.east@aandb.org.uk **w** www.aandb.org.uk/southeast

The British Library

St Pancras, 96 Euston Road, London NW1 2DB

t 01937 546060 **e** Customer-Services@bl.uk **w** www.bl.uk

Collections Trust

22 Hills Road, Cambridge CB2 1JP

t 01223 316 028 **e** office@collectionstrust.org.uk **w** www.mda.org.uk

Culture 24

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English Heritage South East

Eastgate Court, 195–205 High Street, Guildford GU1 3EH

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w www.english-heritage.org.uk

Government Office for the South East (GOSE)

Bridge House, 1 Walnut Tree Close, Guildford GU1 4GA

t 01483 882255 **e** info@gose.gsi.gov.uk **w** www.go-se.gov.uk

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Heritage Lottery Fund (HLF)

7 Holbein Place, London SW1W 8NR

t 02075 916000 **e** southeastengland@hlf.org.uk **w** www.hlf.org.uk

Museums, Libraries and Archives Council (MLA)

Grosvenor House, 14 Bennetts Hill, Birmingham B2 5RS

t 01213 457300 **e** info@mmla.gov.uk **w** www.mla.gov.uk

The National Archives

Kew, Richmond, Surrey TW9 4DU

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Renaissance South East

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