

# WHAT DEFENCE

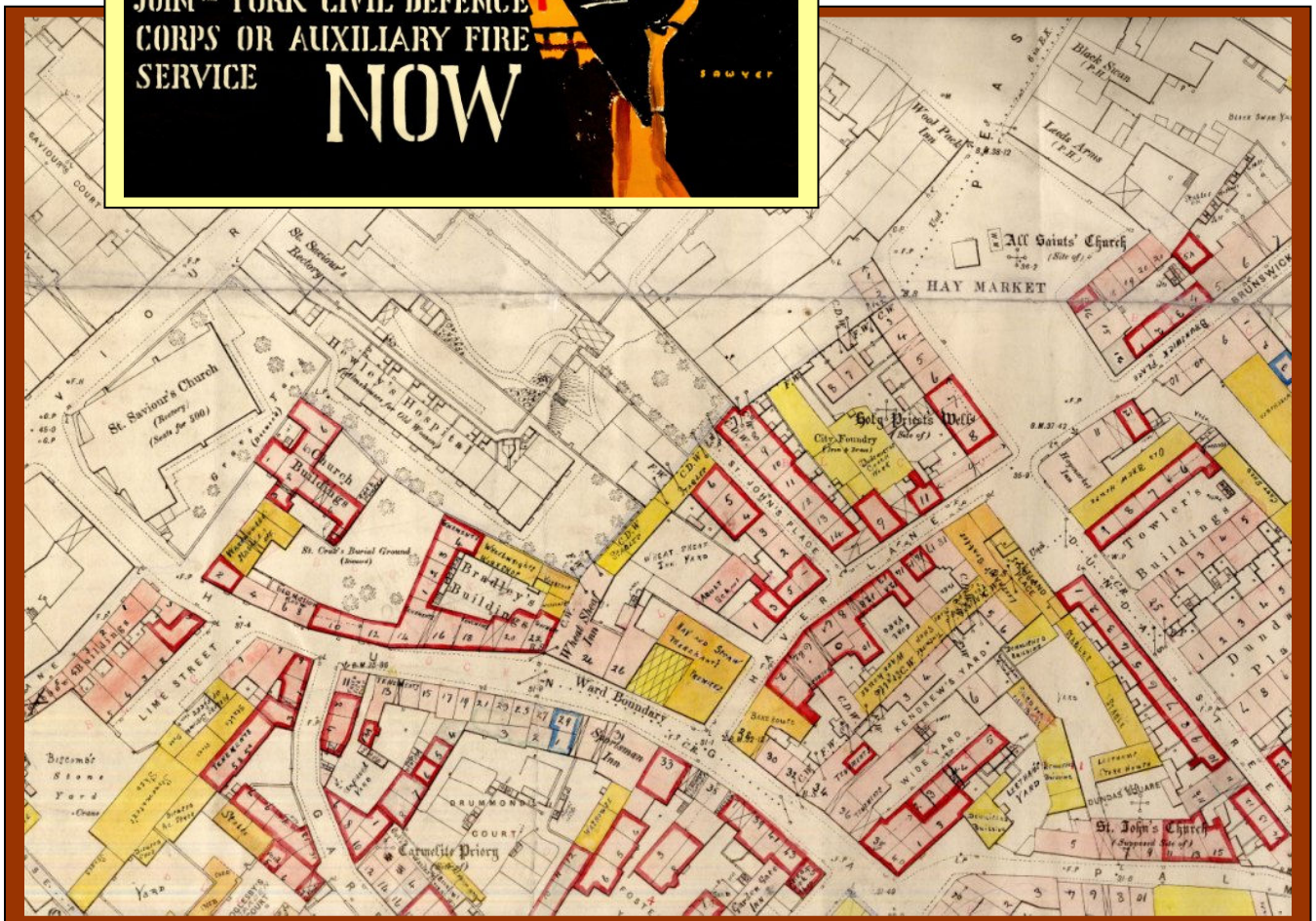


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## A NEW STRUCTURE FOR YORK CITY ARCHIVES

Final Report  
November 2008

Richard Taylor  
Senior Curator,  
Knowledge & Access  
National Railway  
Museum



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## Section 1 EXECUTIVE SUMMARY

- 1) The study remit was to identify a new governance structure for the City Archives that will unlock additional funding and greatly increase user numbers and other outputs.
- 2) Information was gathered through a mixture of desk research and interviews, and analysed using SWOT techniques guided by these principles:
  - No raking over the coals about past decisions and actions.
  - The simplest solution is the best. Elaborate solutions have no inherent value.
  - We must address the situation faced by the Archives today, not in the past.
- 3) The analysis shows:
  - The City Archives has significant development potential, but no leadership, management or financial capacity to allow it to unlock that potential.
  - The Archive is relevant to every citizen and to the city strategies of a thriving city, an inclusive city, a learning city, and a cultural city, but it has no capacity to develop outreach to new users.
  - The Archive's Unique Selling Proposition is its continuity as the record of civic life and accountability for 800 years, and this USP should be reinforced.
  - Significant external funding opportunities are available to local authority archives, and funding bodies have expressed interest in the City Archives.
  - The Council will maximise success in grant applications by demonstrating an active commitment to the Archives, backed by a high percentage of matched funding.
  - There is high potential to form partnerships with other archives in the city, but they are reluctant to engage until the Archives' remit and funding is stabilised and the Council show managerial and financial commitment to the service.
  - The Archives and Local History Library are the only parts of the Library service eligible for Heritage Lottery funding, and managing them as separate entities fragments their development potential.
  - Developing the Central Library within the Cultural Quarter offers the chance to create a new city-centre public Archive. This could be funded through an application to the Heritage Lottery Fund.
  - The City Archives is too small to benefit from transfer to an operating trust, but an arms-length development trust modelled on the successful Hampshire Archives Trust will increase the Archives' attractiveness to private donors and will maximise the efficiency of a capital grant to the Archives.
- 4) The study makes detailed recommendations which can be summarised as:
  - i. Retain the City Archives in-house, within the Library service, and merge Archives and Local Studies into a single service with a single public services team and unified standard of public offer.
  - ii. Create the capacity to increase user numbers, opening hours and outreach by funding one additional full-time Information Assistant.
  - iii. Provide strategic leadership and the management capacity to realise the services potential by abolishing the post of City Archivist and creating a Strategic Development Manager to lead the merged service and to raise

- development funding through cultivation of funders and the submission of external funding applications.
- iv. Re-focus the Archive on its original remit to preserve and maintaining the unique York Civic Archives and apply to have the Civic Archive formally Designated as being of national importance. Cease general collecting of archives in other areas, and carry out a rationalisation of the existing collections.
  - v. Celebrate and reinforce the Archives' return to its core remit by designating the Lord Mayor as Honorary Keeper of the City Archives.
  - vi. Create a Development Trust based on the Hampshire Archives Trust model to act as a focus for fundraising, engagement with stakeholders and creating partnerships with other organisations.
  - vii. Make a one-off start-up capital grant of £30k to the Development Trust to allow it to invest in development partnerships with other archives, and in increasing the trading potential of the merged service.
  - viii. Transfer all Archives and Local History trading activities to the Development Trust under a Service Level Agreement. Incentivise the Trust to increase trading income by allowing it to keep all additional net income it generates above the 2008-2009 level.
  - ix. Initiate a project to re-locate the Archives and Local History to the Central Library as part of existing plans to develop the Library building.
  - x. Make a capital contribution to this project of £0.5m, which can be used as the basis for an application to the Heritage Lottery Fund and other funders.
- 5) The study proposes a five-year implementation timetable to turn around the City Archives and to realise its full development potential.
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## Section 2 BACKGROUND

The remit for this study was approved by the Council Executive on 11<sup>th</sup> March 2008 following a report from the Assistant Director, Lifelong Learning & Culture, entitled "Future of the City Archives Service".

The main points of that report can be summarised as:

- Given the depth of the collections and their international importance the City Archive Service should aspire to excellence and to being one of the very best in the country.
- From the Archives scrutiny report and from the views of stakeholders expressed as part of that exercise it is clear that it is vital that the city archive remains and is developed as a focus for civic pride and identity. This has clear implications for the need to retain its distinct identity and ethos.
- At the same time step-change is needed within the organisational structure: staff, systems, skills, styles, partnerships, and community involvement.
- Organisational options for the Archives Service can be characterised as:
  - Stay as it is
  - Undertake organisational developmentPrevious investigations into the future of the City Archive have demonstrated that staying as it is is not a realistic option.
- To make these changes and to move towards a new type of organisation capable of delivering the vision [set out in Annex A of the original report] a governance structure will be needed that:
  - Increases community and stakeholder involvement
  - Facilitates partnership working with the other institutions in the city
  - Provides a clear focus on the historic collections interfacing effectively with the issues of handling the Council's current records after the move to Hungate
  - Generates significant increased income streams over above the current baseline annual funding
  - Has scope to raise funds to assist with the development of access to and interpretation of the collections
  - Deploys a change team to lead, plan and develop the new organisation
- To address these issues a feasibility study is proposed to investigate options for governance structures. The primary focus will be on the potential to establish a trust to take responsibility for the city archive and to set out a project plan to implement any new arrangements recommended.
- The objective will be to greatly increase user numbers and other outputs for the same level of expenditure and to identify a governance structure that will unlock additional funding for the service.

### **Section 3 METHODOLOGY**

The study commenced in late May 2008. The study was carried out by the author on part-time secondment from his post as Senior Curator (Knowledge and Access) at the National Railway Museum.

Information for the study was gathered through a variety of methods in the period May-October 2008:

- Face-to-face discussions with key stakeholders to gather up-to-date views and opinions on the Archives Service;
- Visits to the City Archives and Local History Library to discuss with staff the size and range of the collections and the collections management challenges they face;
- A visit to Hampshire Archives and Local Studies service in Winchester to gather information on the workings of the Hampshire Archives Trust and lessons from that for York;
- A desktop review of previous Council reports and studies relating to the City Archives for background and context;
- Analysis of the most recent available Chartered Institute of Public Finance and Administration (CIPFA) statistics for local authority archive services (2006-2007) to identify any useful indicators;

A wide sample of stakeholders within and outside the city was consulted. Those interviewed included Councillors and officers; archive and heritage professionals at the University of York, the Museums Libraries & Archives Council, The National Archives, York Museums Trust, the National Railway Museum and Hampshire Archives and Local Studies, and other interested parties such as the York Civic Trust and the Friends of York City Archives.

A full list of those consulted is given in Appendix 1. The author would like to thank all of those consulted for giving up substantial amounts of their time to help shape this study, and for being so frank in their comments and opinions.

The author would also like to commend the staff at York City Archives for their cheerful and positive assistance with all the author's questions.

Those consulted have not been directly quoted in this report. The entire responsibility for interpretation of their contributions as presented here lies with the author alone.

Writing up of this report was undertaken in November 2008. Feedback on the preliminary version of this report was obtained from The National Archives, Councillors, Archives & Library staff, and the Friends of York City Archives in November 2008.

The report was submitted to the Assistant Director, Lifelong Learning & Culture, on 27<sup>th</sup> November 2008.

## Section 4 BASIC ANALYSIS

The following principles were adopted in analysing the study information.

### **A blank slate**

The study adopted a “blank slate” approach to examining the development options for the City Archives. There should be no raking over the coals about what should or should not have happened to the Archives in the past.

In reality it was impossible to avoid re-examining previous initiatives and debates when speaking to stakeholders. However, unless this re-examination was of practical assistance in moving the Archives forward it has been ignored.

### **Ockham’s Razor**

Ockham’s Razor is a principle attributed to the 14th-century English logician William of Ockham. It is often expressed in English as "entities must not be multiplied beyond necessity" or more simply "all other things being equal, the simplest solution is the best."

Organisational change is not an end in itself, and an elaborate or complex re-organisation of the City Archives has no inherent value. The focus of this study is on recommending the minimum level of changes required to release the development potential of the City Archives.

### **Relevant solutions to current problems**

The situation that is to be tackled is the situation the Archives face today. In making recommendations the study has concentrated on practical and achievable actions that relate directly to the financial, legal, technical and organisational challenges faced by a local authority archives service in 2008. How the Archives has previously responded to challenges is not hugely relevant in this context.

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### **SWOT Analysis**

To establish the potential for organisational change and development the key issues facing the Archives were subjected to a SWOT analysis - categorised as Strengths, Weaknesses, Opportunities or Threats.

Each issue was then examined from the perspective of what the Council wishes the Archive service to deliver. This approach avoided assuming that there is a one-size-fits-all organisational structure for a heritage or cultural service that can magically unlock development potential if applied universally. Instead it has produced a series of practical recommendations for action that will allow the City Archives to:

- BUILD on its Strengths
- ELIMINATE its Weaknesses
- EXPLOIT the Opportunities now available
- MITIGATE the Threats which it faces

The summary SWOT table is given on the next page. The detailed analysis and recommendations for action follow in Sections 5-8, with a summary in Section 9.

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<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• <b>The size, depth and continuity of the archive, and its relevance to all citizens.</b></li> <li>• <b>The Archive offers hands-on access to history in the city centre.</b></li> <li>• <b>The enthusiasm and passion of the staff</b></li> <li>• <b>The current organisational structure is logical and delivers city strategies.</b></li> <li>• <b>The Archives has an active user support base</b></li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• <b>The Archive is too small to benefit from stand-alone status.</b></li> <li>• <b>Archives service is currently separated from the Local History Library</b></li> <li>• <b>Current Archives building threatens the survival of the archive.</b></li> <li>• <b>The current Archives Collecting Policy is not sustainable</b></li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• <b>Obtaining external funding is a realistic aspiration</b></li> <li>• <b>The Archive has potential to generate more income to seed-corn development</b></li> <li>• <b>The Archive has real potential to increase its user numbers.</b></li> <li>• <b>There is significant potential for partnerships with other York archives</b></li> <li>• <b>Opportunities offered by the proposed “Cultural Quarter”</b></li> <li>• <b>Opportunities offered by Council records management needs</b></li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• <b>External funding is not guaranteed</b></li> <li>• <b>Local authority lending library services are not eligible for HLF funding.</b></li> <li>• <b>Existing users have previously been hostile to change</b></li> </ul>



**Section 5 DETAILED ANALYSIS & RECOMMENDATIONS - STRENGTHS*****The size, depth and continuity of the archive, and its relevance to all citizens.***

- York City Archives is the 16<sup>th</sup> largest local authority archive in the country relative to population and is 77% larger than the average local authority archive.<sup>1</sup> The earliest archives held by the City are older than the City Walls.
- Popular perceptions of the archives amongst non-users are that the archives are predominantly mediaeval, and that they are not relevant to today's citizens. Although the mediaeval archives are of international historical significance and should be celebrated, they are just the tip of an iceberg. The City Archives holds the collective memory of the citizens of York over 800 years. It contains the original legal evidence produced as a result of local people coming together to run their own city, recording the debates and controversies over what York people wanted their city government to do for them – or not.
- It is difficult to identify any citizen whose life the archive doesn't touch in some way. Four snapshots will have to suffice to show the range of records that resonate with meaning to any present-day York citizen.
  - **“The Register of Persons Convicted of Drunkenness” 1722-1772 (ref E105)**

Probably part of the Watch records, this slim volume records the names and details of men and women caught by the City severely drunk (and often abusive!) in public. Today we are blaming supermarkets and happy hours for binge drinking and anti-social behaviour – but the Archives shows that the problem (and public concern about it) predates both those scapegoats.
  - **Council Minute Book No.1 1835-1837 (ref B2/1)**

Even the title is deceptive. This isn't the first ever Council Minute Book – it is the first Minute Book of the reformed Council following the Municipal Corporations Act of 1835. That might sound very dull, but the Act was the local government equivalent of the Great Reform Act of 1832. In York it swept away the remains of the mediaeval Corporation and for first time required the Council to be elected by ratepayers and to publish its accounts – the first major step towards true local democracy.

The first page of the book records the election to the reformed Council of a local businessman called George Hudson from Monk Ward. Hudson was a draper, a trade absolutely emblematic of York's then service and leisure economy. But within nine years Hudson would have over 1000 miles of railway under his control and would have jump-started the huge economic and cultural shift that transformed York into a railway city for 150 years.

As York's local economy faces another major shift, the City Archive reminds us that the city has endured for 2000 years not because it has stayed the same, but because every century people like George Hudson have reinvented what we do, and how we do it.
  - **Hungate slum records 1907-08 (ref. Acc 157)**

The map on the report cover and the photograph on page 3 are a small sample of the records compiled by the City Health Department in 1907-08 to

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<sup>1</sup> Source: CIPFA Archive Services Actuals Statistics 2006-07.

document the slum conditions faced by residents of the Hungate area.

The map and photograph show the dense network of courts and yards crammed with inhabitants having to share communal water pumps and plagued by poor sanitation. The map is hand-coloured to indicate which of the one-up, one-down back-to-back houses could possibly be made fit for continued inhabitation by knocking through, but this was at best a stop-gap solution.

In the aftermath of the Great War the Council decided that much more radical solutions were required to create “homes fit for heroes”, and embarked on a major programme of slum clearance. This saw the inhabitants of Hungate and similar areas relocated to brand-new Council Houses with modern sanitation, electric lighting, wide streets and gardens. Many people have now forgotten that “Council estate” once denoted a massive improvement in the quality of life. For anyone living in Chapelfields, Tang Hall, Bell Farm or Burton Green who wants to know where their roots lie in the historic city: this archive provides the answer.

○ **The York Civil Defence archive 1939-1990 (ref Acc 89)**

The apocalyptic poster on the report cover is part of the archive of the York Civil Defence Committee. The archive documents the city’s response to the realities of 20<sup>th</sup> century total war, starting with Air Raid Precautions in 1939 and continuing through the whole of the Cold War to the collapse of the former Soviet Bloc in 1989/90. It includes the “York Experiments” of the 1960s, which saw the City Council carrying out live experiments to test Government advice on how citizens might prepare for a nuclear strike. Records show how volunteers attempted to live in a homemade fallout shelter for a weekend, whilst others tried to shop against the clock in Jackson’s of Bootham to stock up on food in advance of war.

The Archive shows that neither set of Government guidelines came off very well when exposed to this reality check. This made the York Experiments famous in their time, and illustrates that assurances about national security should always be subject to scrutiny.

- The archive isn’t just the story of the historic centre of the city – it is the story of the whole city, and it is all of our stories. The City Archive is of national importance because it is a living resource that results directly from how we run our city.
- The archive continues to develop and remains relevant to today’s concerns, demonstrating the accountability of the past to the present, and the present to the future. Today’s high profile local issues - Hungate; York Central; recycling; the outer ring-road; transport policy; central government funding - are already being documented in the archive for future re-evaluation and analysis.
- The continuity of the archive will be a key asset when seeking external funding. It demonstrates that the archive is not a “bolt-on” – it has been and remains an organic part of the civic life of York.
- As our collective memory the City Archives embody four of the seven key city strategies: a thriving city, an inclusive city, a learning city, and a city of culture. They should be a key asset for delivering those strategies.

- The City Archives should also be used to deliver the Place Shaping agenda for local government as envisioned by the Lyons Inquiry into Local Government 2007.<sup>2</sup>
- The breadth of subjects covered in the archive and their potential for connecting with new and non-traditional users in all parts of the city will be a key strength when seeking external development funding.

### **Recommendation 1**

The Council should maintain a continuing close connection between the City Archive and current Council business so that the Archive continues to be a means of long-term local democratic accountability. Transfer of the Archive away from the Council would diminish this connection and devalue the archive.

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### ***The Archive offers hands-on access to history in the city centre.***

- York City Archives is one of the few places in the city where direct hands-on interaction with historical material is offered to any member of the public who wishes to take part. The offer of “hands-on access to history” is a strong proposition for widening public participation with the heritage, and thus for supporting applications for external funding. This includes digitisation - digitisation of archives and their catalogues has been found to increase demand for hands-on access rather than diminish it.
- The city-centre location for the York City Archives allows a high-level of “drop-in” use (once potential users know that the service exists). This removes a barrier to access for non-traditional users and visitors to the city.
- Removing barriers to access is a key strategic objective for the Heritage Lottery Fund, and any service that can demonstrate strength in this area will enhance its chances of obtaining external funding.

### **Recommendation 2**

The Council should maintain hands-on access to the archives in a city centre location. This does not mean that all York City Archives activities must be located in the city-centre.

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<sup>2</sup> Sir Michael Lyons “Lyons Inquiry into Local Government – Final report. Place-shaping: A Shared Ambition For The Future of Local Government” TSO 2007 ISBN 9780119898545. See also <http://www.lga.gov.uk/lga/core/page.do?pageld=403037>

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***The enthusiasm and passion of the staff***

- Although few in number the current York City Archives staff are knowledgeable, professional and have high individual development potential. They are focussed on delivering public services and are keen to make changes that will develop the service.

**Recommendation 3**

The Council should build on the development potential of the current team by offering them continued access to the specialist training and development that they need to develop the service. This level of specialist support is more likely to be available to the Archives at economic cost if they remain part of a larger service.

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***The current organisational structure is logical and delivers city strategies.***

- The York City Archives service is currently part of the wider Library & Heritage Service. As information workers, this structure gives the Archive staff direct access to relevant specialist professional and technical support.
- The current structure creates a direct organisational link with the Local History Library. The services and collections held by the Local History Library complement rather than compete with the York City Archives.
- Users of the York City Archives service are primarily engaged in adult and life-long learning, which means that the York City Archives is delivering a key strategic objective for the library service and the city.
- Archive service users and potential users regard management of the service within the wider Library service as logical.

**Recommendation 4**

The Archives should remain part of the main Library service.

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***The Archives has an active user support base***

- The existing users of the Archive service are deeply engaged with and committed to the service. Regardless of previous disagreements with the Council they have now organised themselves as a Friends group to support the work of the service through volunteering and small-scale fundraising.
- The service's ability to demonstrate that it is actively engaging with users and offering volunteer opportunities will be an asset when making external funding applications.
- A well-managed volunteer programme is, in effect, external funding in kind and will enable the York City Archives to undertake additional enhancement projects (indexing, sorting, boxing) for no direct labour cost.
- Development of a fundraising programme via the Friends, and development of a meaningful and mutually rewarding volunteer programme are not cost-free activities. They require strategic management capacity. The Archives does not currently have this capacity.

- To encourage fundraising there must be a structure in place that maximises the efficiency of private donations from both the Friends and others. The new structure must build donors' confidence that donations will be ring-fenced to benefit the Archives, rather than being taken into general funds.

### **Recommendation 5**

The Council should delete the currently vacant (and unfunded) post of City Archivist and replace it with a professionally qualified Strategic Development Manager to lead the Archives. This new post should have an explicit outward-facing development and fundraising remit to build relationships with supporters and donors, and to write external funding applications.

### **Recommendation 6**

The Council should create and endow a Development Trust that can act as an arms-length body to increase the attractiveness of York City Archives to private donors and sponsors, and to demonstrate that donations will be ring-fenced for the benefit of the Archives. This Trust should include representation from the Council, service users, and other stakeholder bodies in the city. The Strategic Development Manager should act as Secretary to the Trust.

**Section 6 DETAILED ANALYSIS & RECOMMENDATIONS - WEAKNESSES*****The Archive is too small to benefit from stand-alone status.***

- One of the major benefits flowing from the creation of the York Museums Trust (YMT) has been YMT's ability to manage and develop significant new income streams from retail, corporate entertainment and events, and other trading activities.
- YMT was granted management control over a large and physically contiguous city centre property portfolio. This has given YMT the opportunity to seek out significant savings in their overheads and premises costs. The size of the estate and the variety of spaces controlled by YMT has generated the opportunity for the enhanced trading activities.
- These opportunities simply do not exist for the York City Archives service, and there is no reasonable operational analogy to be drawn between YMT and the situation of the York City Archives service.
- The York City Archives currently employs 3.5 fte staff (1fte post, of City Archivist, is currently vacant following the budget cut taken in 2008/09). The service does not control its own building. There is no unallocated space within the building to develop as retail or corporate events space.
- The York City Archives Service annual overheads budget is currently £19690 – this includes the costs for premises maintenance, energy costs, and cleaning. This budget does not include any allowance for premises rental or for providing administrative support. Currently financial and HR support is provided for the Archives at marginal cost within the LCCS Directorate as a whole.
- This level of operating budget offers no realistic prospect for generating savings if transferred to a stand-alone operating trust. Creation of an operating Trust for a small service such as the Archive would simply result in an elaborate administrative money-go-round generating no benefits for the public.

**Recommendation 7**

York City Archives does not have the critical operational mass to make transfer to an operating Trust worthwhile. There is an alternative in-house operating model that will leverage additional funding for the service whilst maintaining steady revenue costs.

The Council should continue to provide core revenue funding for the service at a level which will fund:

- a) a steady-state public service
- b) strategic management capacity to develop an external funding plan (including cultivation of donors and funders.)

Development of the Archives should be funded through discrete time-limited projects. These development projects will be “pump-primed” by one-off capital contributions from the Council and/or the Development Trust (*cross-ref to Recommendation 6*).

Development projects should only be authorised if they deliver enhancements to the service that can be sustained by the existing revenue budget i.e. that result in productivity gains.

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### **Archives service is currently separated from the Local History Library**

- Despite offering complementary services and serving the same user needs the York City Archives service is physically separated from the Local History service, which is based in the Central Library.
- This has resulted in the duplication of operational resources that are common to both services such as reading rooms and research spaces, and requires two discrete teams of Information Assistants to provide public services. The two services are also carrying duplicate stocks of reference materials in both locations.
- There is no consistency of the public service offer between the two services, despite them serving the same need: the Local History Library is open longer during the week and also at weekends.
- The two services also have different reporting lines within the Library & Heritage Service. The professional staff in both services are co-operating on a practical and personal level, but more could be done to streamline management so as to free time for service development.
- Closer working between the two services is desirable because York City Archives and the Local History Library are the only parts of the Library & Heritage service that are eligible for Heritage Lottery Funding.

### **Recommendation 8**

The Council should merge the Archives and Local History Library into a single service.

The merged service would act as a high-profile gateway and introduction to York History, directing users to the archives resources they need to have their questions answered – whether these archives are in the City Archives or are held by other bodies in York or beyond.

### **Recommendation 9**

The Council should appoint a professionally qualified Strategic Development Manager to lead the merged service and to develop its facilities and public offer. (*cross-ref to Recommendation 5*).

In the short term the service will have to be operated as a two-site service. However, the public service teams should be merged to deliver a consistent quality of service across both sites.

Within the next five years the Council should make a capital contribution to a project to re-locate the merged service to a single city-centre location. This project should take advantage of both services' eligibility for HLF funding to leverage external funding to match the Council's capital contribution.

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### **Current Archives building threatens the survival of the archive.**

- The archive is housed in poor quality stores converted from a wing of the Art Gallery building.
- The Council's core legal obligation under the Local Government Act 1972 is to make suitable arrangements for its own archives, which at a minimum includes protection of them from deterioration, damage and theft. The current repository

fails to meet this basic standard, with erratic environmental controls and regular flooding.

- The current accommodation for the York City Archives was rated as inadequate by The National Archives in 2000. The National Archives deferred any revocation of the repository's "Approved" status at that time to allow the Council to produce an improvement plan for physical care of the Archives. As there is currently no such plan in place it is highly likely that the current repository will fail its five-yearly National Archives inspection this year.
- National Archives "Approved" status is a basic quality standard which major external funders expect an archive to obtain. Failure to obtain this, or to have a practical plan for achieving it, will disbar York City Archives from applying for Designation as an archive of national importance. It will also have a significant negative effect on the likely success of external funding applications.
- Capital enhancements to the existing building to maintain it as an archive repository are not cost-effective. In addition, continued occupation of the current building by the York City Archives involves a high opportunity cost for the city. York Museums Trust is developing alternative proposals for public use of the current York City Archives building as part of the "Cultural Quarter" initiative which potentially offer greater public benefit than its continued use as an archive repository.

### **Recommendation 10**

The remit for the Strategic Development Manager for the Archives Service (*cross-ref to Recommendation 5*) should include starting negotiations with YMT over the future development of the existing York City Archives building. The objective will be to maximise the fundraising benefits for both YMT and the Archives from this development.

### **Recommendation 11**

The Council should make a capital commitment to a project to relocate the City York City Archives to a new site that removes the threat to the physical survival of the archive. This project should be undertaken as part of the re-location of the merged Archives and Local History public services to a single-city centre location.

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### ***The current Archives Collecting Policy is not sustainable***

- The Council's core legal obligation under the Local Government Act 1972 is to make suitable arrangements for its own archives. The Local Government (Records) Act 1962 permitted local authorities to hold "other records of local significance". This is not compulsory - it is a discretionary power.
- In common with many local authority archive services, the City Archives used the permissive legislation to become a "document museum" for the local area, by collecting archives from businesses and other private bodies and individuals.
- Unlike the core Civic Archive, which belongs to the Council, the majority of the collected archives are held "on deposit" (indefinite loan).
- The documentation and audit trail for the terms and conditions on which much of this material is held is very poor. It appears that in virtually all cases archives have been accepted on deposit with no accompanying endowment to defray the costs to the Council of their conservation, cataloguing or storage.



- Council taxpayers' money is thus being spent on preserving private archives that the Council does not own and over which the Council has limited or no rights relating to use and intellectual property.
- There is a very strong argument that this active collecting policy is now unnecessary. Other archives cover many of the subject areas in which York City Archives has historically collected. Overlapping collecting policies create an obstacle to developing working partnerships with other archives in the city and beyond. Widening the Archives remit to general collecting has led to a loss of focus of staff effort and time.
- The reality of the current financial situation is that the City Archives does not have the resources to sustain the role of general collecting archive if it is to care for the archives already under its stewardship to a reasonable standard of preservation and public access.
- Instead of spreading its resources attempting to be a multi-purpose York archive, the City Archives should focus on its core strengths and core legal obligations.
- The Civic Archive is the holding that offers by far the greatest potential for development and for obtaining external funding for the service. The Civic Archive is the service's Unique Selling Proposition in marketing terms – no other archive holds the record of 800 years of local government and democracy in York.
- A re-focus on maintaining the core civic archive will re-connect the archives to the Council's current information management systems. As the Council is moving towards electronic document management this will bring forward the day at which all future accessions to the archives are in born-digital format, rather than requiring additional physical storage space.

### **Recommendation 12**

York City Archives should cease to be a general collecting archive and should revert to its original and coherent mission of custodian of the civic archive.

### **Recommendation 13**

The re-focus on the core Civic Archive should be celebrated and used to raise the profile of the Archives. The Council should make a significant symbolic gesture to support this by formally designating The Lord Mayor as Honorary Keeper of the City Archives. It is appropriate that York's First Citizen should embody the continuing role of the City Archive as keeper of the collective memory of all York citizens.

### **Recommendation 14**

The York City Archives should restrict future collecting of non-civic records to archives that directly add value to the core civic archive (e.g. the Guilds, Public Records such as the coroner and courts archives; the archives of local political parties and local citizens groups). The only other collecting should be of material that supports the Local History collections (e.g. local history publications, York Oral History Group collections; local topographical photograph collections; community archives).

### **Recommendation 15**

Wherever possible in law, all future non-civic accessions should be on the basis that full ownership of the new material (including intellectual property rights) is transferred to the City Archives.

To maintain the confidence of donors the Development Trust (*cross-ref to Recommendation 6*) should be empowered to accept donations of non-civic archives and to hold them in trust on behalf of the City.

### **Recommendation 16**

A single accessions register for the existing deposited archives should be created so that the Council has a robust and accessible audit trail for these collections. This register should be used to support a phased programme of collections rationalisation to identify if there are any suitable alternate public archives to which non-core archives could be transferred.

## Section 7 DETAILED ANALYSIS & RECOMMENDATIONS - OPPORTUNITIES

### **Obtaining external funding is a realistic aspiration**

- Substantial amounts of external funding continue to be available to archives services from major bodies such as the Heritage Lottery Fund, the National Cataloguing Grants Scheme and the National Manuscripts Conservation Trust, as well as from more general charitable trusts and foundations.
- Funding remains available for a full range of development work on archives, from relatively small-scale enhancement projects (cataloguing and digitisation), to outreach and education work, to major capital developments up to and including new archive buildings.
- The National Council on Archives funds a free Archives Lottery advice service to help smaller services to maximise their chances of success in applications to the HLF.
- Major external funding bodies have specifically expressed interest during this study in hearing about development proposals for York City Archives, and have expressed the view that they would expect to see this as a priority for York. One body has asked “why is there nowhere in the centre of York for you to find out about the history of York?”
- The National Archives regards the Civic Archives as a major component in making York one of the most important archive cities outside London.
- The quality, depth and continuity of York’s Civic Archive means that it is a realistic aspiration for York to obtain formal “Designation” of the Civic Archive as an archive of national importance. Designation acts as a quality assurance indicator – it enhances the prospects for obtaining external funding, and is a requirement for access to some private trust funding.
- All major sources of external funding for archives are directly available to local authority archive services and do not require formation of a trust to access them.
- However, the creation of a trust linked to the archives would be an advantage when seeking grants and donations from private foundations, smaller trusts, and philanthropic individuals. This is due both to the tax advantages offered, and because some foundations will only make awards to charitable trusts.
- The Hampshire Archives Trust (HAT) provides an example that could be replicated in York. HAT has been operating for over 20 years as a development body for Hampshire Archives and Local Studies Service in Winchester. HAT brings together representatives of the local authority, other archives in the county, archive users, archive owners and those interested in local history. The Trust acts as a focus for developing partnerships, and for supporting the service through fundraising, outreach and advocacy. (*More information on the Hampshire Archives Trust is given in Appendix 2.*)
- Despite some perceptions, York is not specifically disadvantaged in obtaining external funding for archives. The Borthwick Institute, the Yorkshire Film Archive, York Minster and the National Railway Museum have all received substantial external funding to develop their archives. However, external funders expect to see co-operation between institutions as part of funding applications, and will not fund duplicate facilities such as conservation workshops.

- External funders give priority to applicants who demonstrate that they are already actively helping themselves. Applications made from a sense of entitlement will not succeed.
- Funders expect applicants to be already demonstrating organisational, managerial and financial commitment to the activity for which they require funding. They expect applicants to work with the funding body before submitting an application; to have devoted management time to understanding the funder's strategic objectives; and to have devoted management time to make sure that the proposed project matches those objectives.

### **Recommendation 17**

*As Recommendation 5:* The Council should delete the currently vacant post of City Archivist and replace it with a professionally qualified Strategic Development Manager to lead the Archives. This new post should have an explicit outward-facing development and fundraising remit to build relationships with supported and donors, and to write external funding applications.

### **Recommendation 18**

The Council should make a one-off financial commitment to the York City Archives service of £30,000 which will pump-prime external funding applications and which will encourage matching donations from private individuals and trusts.

The most financially efficient way to achieve this will be to create and endow a Development Trust for the Archives modelled on the Hampshire Archives Trust. (*cross-ref to Recommendation 6*).

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### ***The Archive has potential to generate more income to seed-corn development***

- On the most recently published figures, York City Archives are underperforming relative to other local authority archives in generating sales income. York generates 1.74% of its gross annual budget from sales (e.g. copy documents, and images, paid research etc.), ranking it at 56<sup>th</sup> from 85 services reporting figures and at 60% below the average.<sup>3</sup>
- However, the average national figure for sales' contribution to overall archives budgets is only 4.33%<sup>4</sup> - there is no huge hidden pot of trading gold. The major financial resource that is waiting to be tapped is not trading income, but direct external funding for development projects, coupled with a significant increase in donations, added-value volunteer inputs, and sponsorship.
- This does not mean that no efforts should be made to increase sales income to match and exceed the national average. The merger with the Local History library will increase potential sales income, as the Local History Library holds more family history resources. The Archives does not appear to have explored the possibilities of licensing archives for which the Council owns the intellectual property rights.
- If increased sales income was ring-fenced to be used as a matching contribution to any bids for external development funding this would incentivise staff to increase sales. It would also incentivise users to buy products and services, as they would be able to see a direct benefit to the service from their purchases.

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<sup>3</sup> Source: CIPFA Archive Services Actuals Statistics 2006-07.

<sup>4</sup> Source: CIPFA Archive Services Actuals Statistics 2006-07

### Recommendation 19

The Council should use Archives trading activities to generate an income for the Development Trust. (*cross-ref to Recommendation 6*)

The Council should draw up a Service Level Agreement whereby the Development Trust takes over responsibility for managing Archives trading activities. The Council should incentivise the Development Trust to increase trading income by allowing the Trust to retain any net additional trading income the Trust can generate over and above the current level of trading income (i.e. in financial year 2008/09).

### Recommendation 20

To enable the Development Trust (*cross-ref to Recommendation 6*) to invest in expanding trading activities the Council should make a one-off start-up grant to the Trust. This one-off grant should be in the region of £30,000, which will allow the Trust to immediately fund some remedial conservation and digitisation projects and the purchase of the associated equipment that will make more archives available and enhance the services trading potential. These enhancement projects should be carried out in partnership with other local archives as a basis for joint applications for external grants.

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### ***The Archive has real potential to increase its user numbers.***

- From 90 services reporting York City Archives ranks at 66<sup>th</sup> for the number of “hands-on” users relative to the size of the archive. This is 62% lower than the average local authority service.<sup>5</sup>
- From 107 services reporting York City Archives ranks at 87<sup>th</sup> for the number of remote enquiries received relative to the size of the archive. This is 70% lower than the average local authority service.<sup>6</sup>
- There is no inherent reason why York City Archives should be so underused. The performance of other local authority services show that an increase in usage is perfectly feasible. Thanks to programmes such as “Who Do You Think You Are?” and other similar documentaries (e.g. the recent commemoration of the 90<sup>th</sup> anniversary of the Armistice) public interest in using archives has never been higher.
- As an example the recent investment in library and archive facilities at the National Railway Museum through the “Search Engine” project has given the service greater public visibility and a higher profile. This has resulted in user numbers rising from a previous maximum of 1500 a year to over 26000 users in the first ten months of 2008. This quantity of increase is exceptional, but it indicates the level of latent demand for hands-on access to archives which investment can unlock.
- It is not unreasonable to connect the low usage of York City Archives to its very low public profile within and outside York (there is little publicity to entice in new and non-traditional users) and to the relatively restricted opening hours of the service (closed one day a week, closed at lunchtimes, and closed at weekends.)
- The current levels of staffing for the service are such that these restricted opening hours are the maximum that is achievable. Maintaining even these

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<sup>5</sup> Source: CIPFA Archive Services Actuals Statistics 2006-07.

<sup>6</sup> Source: CIPFA Archive Services Actuals Statistics 2006-07.

opening hours leaves no staff capacity available for publicity and outreach work, or for generating the external funding which would allow this to happen.

- The relevance and depth of the contents of the archive to the lives of all York citizens means that there is potentially a broad base of support and interest in the York City Archives if their profile could be raised. They could be a powerful tool for combating heritage alienation – the perception that York’s history is “only for tourists”.
- Use of archives by lifelong learners develops reading, research, analytical and information management skills, whilst local history is relevant and accessible history to non-traditional users, making the archives potentially a key resource for the 5 hour “Cultural Entitlement” for young people.
- External funding is available to undertake audience development and outreach. However, successful competitive bids for external funding require the commitment of management capacity to put together applications that will resonate with funding bodies.
- The most economical way of freeing professional staff time to undertake outreach work is to release them from the front desk by creating additional capacity in the public services team, rather than recruiting additional professional staff.

### **Recommendation 21**

The Council should fund an additional 0.4 fte Information Assistant (i.e. 2 days per week). This will free professional staff time to develop and deliver outreach services and publicity, including preparing applications for external funding to help with this. This revenue funding is an investment, the return on which will be successful external funding bids.

### **Recommendation 22**

The Council should fund an additional 0.2 fte Information Assistant (i.e. 1 day per week) to allow the Archive to open on Saturday mornings.

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### ***There is significant potential for partnerships with other York archives***

- The National Archives regards York as one of the most important archive cities outside London. This is because of the quantity of significant archives held in the city in close proximity to each other: York City Archives; The Borthwick Institute, The National Railway Museum; York Minster Library & Archives and the Yorkshire Film Archive.
- This concentration of expertise in archives of high public interest offers a huge potential for the Archives to gain economies of scale by forming partnerships and joint projects for common benefit. These could include joint storage facilities, procurement of specialist materials, conservation projects, digitisation and cataloguing.
- Other archives in the city remain interested, in principle, in partnering with York City Archives on such projects. However, for this potential to become a reality the Council needs to re-build credibility and trust about its commitment to the Archives.

- Development partnerships for the Archives will only succeed if they can be established on the basis of mutual professional esteem, involve equivalent levels of commitment and are seen to produce mutually-advantageous benefits.
- The rhetoric of “partnership” cannot be used as cover for trying to move a perceived problem to another body, or to avoid making a financial commitment.
- Currently, the Council and the City Archives are not seen as advantageous partners for other services. The previous negative publicity surrounding the City Archives means that potential partners are reluctant to engage with the Council until the Archives’ remit and funding is stabilised and the Council show managerial commitment to the service.
- A level of action proportionally equivalent to the Council’s funding commitment to York Museums Trust is required to build confidence.

### **Recommendation 23**

The Council should appoint an experienced heritage professional as the Strategic Development Manager for the merged Archives and Local History service (*cross-ref to Recommendation 5*). This will increase the City Archives’ credibility as a potential partner with other archives in the city and region.

### **Recommendation 24**

The Council should make a one-off capital contribution to the Development Trust of £30,000. This will provide start-up capital for the Trust to develop partnership projects with other archives. This will build confidence amongst potential partners that the Council is serious about developing a future for the Archives. (*cross-ref to Recommendations 6, 18, 20*)

The remit of the Development Trust should be drafted to include promoting public education through the preservation and access of all archives and local studies collections that are directly connected to the city of York. This would allow it to act as a focus for wider partnerships and multi-service projects, whilst avoiding dilution of effort on projects that do not directly relate to the City.

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### **Opportunities offered by the proposed “Cultural Quarter”**

- The proposed “Cultural Quarter” development offers the opportunity to think strategically about a new site for the Archives and Local History service.
- The Central Library building, which already houses the Local History Library, is located adjacent to the Cultural Quarter. A project is already underway to develop the Central Library as an Explore learning centre, for which a CRAM bid has been submitted. The key deliverable of the Archives and Local History service is adult learning and skills development, which aligns exactly with the objectives of the Explore centre project.
- Core public library services are not eligible for Heritage Lottery Funding. Development of the Archives and Local History service would be eligible for HLF funding. With the current squeeze on HLF funds, the Council will need to commit a high proportion of matched funding (between 25-35%) to maximise the chances of success for such a bid.
- Relocation of the Archives and Local History service to the Central Library site would eliminate the need to create a separate support infrastructure for the

service. Reception, toilets, refreshments, education rooms, IT infrastructure and office spaces could all be shared with the Central Library. Creation of a new city-centre Archives could thus be achieved for the marginal cost of the specific facilities required – a BS5454-complaint repository space, and space for secure public access to the archives.

- Relocation of the merged service to the Central Library site would also create linkages between the Cultural Quarter and the rest of the city. The relocated Archives would provide a focus in the Cultural Quarter for communicating the wider city's history, heritage and culture. As a part of the Library service, the new Archives and Local History service will deliver access to history via the branch library network in the suburbs, as well as in the city centre, linking all parts of York together in a common consciousness of their shared history.
- Creating a new city-centre access point for Archives and Local History does not require the construction of a large city-centre archive repository.
- There now exists an infrastructure that allows separation of the archive repository function from the public research and access service. Several commercial companies and other archive services in the north of England offer archival quality off-site records storage services, including on-demand retrieval and delivery to city centre access points. The National Archives, and Chester and Cheshire Archives are using these services. They are being actively considered by the National Railway Museum and the Borthwick Institute as alternatives to further expansion of city centre storage.
- National strategic and funding bodies including the HLF and the Museums, Libraries and Archives Council are encouraging the principle of separating the archive repository function from the public access spaces. These bodies are encouraging archives services to co-operate on their future capital development projects to share expensive repository space rather than continuing to develop their own individual stores. This indicates that funding may be prioritised for such developments in the future.
- If the City Archives re-focuses its future collecting primarily on the core Civic Archive, the requirement for future growth in physical stores will be vastly reduced, as new accessions from the Council will increasingly be in "born digital" form.

### **Recommendation 25**

The Council should commit to a capital project to re-locate the merged Archives and Local History service to the Central Library as part of the wider development of that site in the context of the Cultural Quarter. (*cross-ref to Recommendations 9, 11*)

The development project should include providing a small city-centre BS5454 quality archive repository for archives in current use, backed by a partnership with other archives to house less-frequently accessed archives in a secure archival-quality repository outside the city centre. The remote store should include facilities for retrieving the archives for city centre use as required.

The project should be funded through an application to the Heritage Lottery Fund and other external fundraising backed by matched capital funding from the Council.

A realistic indicative budget for this project would be in the region of £1.5 to £2m. To maximise the chance of success the Council will need to offer matched capital funding of £0.5m.



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### **Opportunities offered by Council records management needs**

- The plans for a new Council headquarters building require the Council to make arrangements for off-site storage of non-current Council records. “Non-current” records are those which are not required for immediate business, but which must be retained for on-going reference or evidence for a number of years, and which it is not cost-effective to digitise. The legal retention periods for some of these legacy records can be as long as 100 years after closure (e.g. files relating to children services.)
- There are obvious economies of scale to be obtained if the City Archives requirements for off-site secure storage can be combined with the off-site storage plans being developed as part of the new HQ project. Creating this joined-up thinking will also make it easier for the York City Archives to select key non-current records for permanent preservation, and so maintain the continuity of the Civic Archive.
- The Council is currently rolling out the “YorDocs” Electronic Document and Records Management System to reduce paperwork and increase the efficiencies of workflow around the Council. There are short-term and long-term issues that require joined-up thinking between this project and the City Archives.
- In the early phases of YorDocs the system will have spare scanning capacity available for converting some key paper records. This capacity could be used to kick-start a digital City Archive at marginal cost. Priority should be given to digitising key City infrastructure records held in the City Archives (e.g. City Engineer’s plans) as these have value both for archive users and current City operations.
- If the continuity of the City Archive is to be maintained into the digital future decisions must be made about the retention and disposal of electronic records. A substantial body of work has been carried out by the Parliamentary Archives on digital preservation that is available for the Council to adapt to its own circumstances.
- The key lesson from Parliament is that Archives’ involvement in electronic records systems needs to start at the beginning. Unlike paper archives, digital archives cannot be “left in a corner” for 20 years before being weeded, as technological change will by then have rendered them unusable.
- In order to address these issues, the City Archives has already recruited a Modern Records Archivist. However, the current funding and staffing levels in the archives means that she is now fully occupied in covering the day-to-day delivery of the public archives reading room, and has no time to work with the new HQ or YorDocs projects.

### **Recommendation 26**

The Council should fund an additional 0.4fte Information Assistant (i.e. 2 days per week) to release the Modern Records Archivist to work with the new HQ records management project, and the YorDocs project.

## Section 8 DETAILED ANALYSIS & RECOMMENDATIONS - THREATS

### **External funding is not guaranteed**

- Over the next 5 years there will be an increasingly high chance of failure for funding applications to the Heritage Lottery Fund, as HLF funds are reduced as a result of the 2012 Olympics. Applicants who commit a high level of matching funding to an HLF bid will increase their chances of success.
- The current economic situation will have a negative impact on private donations.

### **Recommendation 27**

Appointment of a Strategic Development Manager is an investment in maximising the Council's likelihood of gaining external funding. (*cross-ref to Recommendations 5, 23*)

Commitment of £0.5m to a capital development for the Archives will greatly increase the chances of success of a capital funding application to the HLF. (*cross-ref to Recommendation 25*)

Creation and endowment of a Development Trust for the Archives will be an investment in maximising the Archive's attractiveness to private donors. (*cross-ref to Recommendations 6, 18, 20, 24*)

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### **Local authority lending library services are not eligible for HLF funding.**

- At least one other local authority archive funding application to the HLF has failed because the HLF were not confident that the project was sufficiently financially ring-fenced from the core lending library service.

### **Recommendation 28**

The project to re-locate the merged Archives and Local History service to the Central Library must have in place robust financial arrangements and Service Level Agreements to eliminate this threat. (*cross-ref to Recommendation 25*)

Setting up these arrangements will require the York City Archives and Local History service to have strong strategic leadership. (*cross-ref to Recommendation 5*)

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### **Existing users have previously been hostile to change**

- Previous proposals to change the structure and remit of the City York City Archives have been met with a high degree of hostility from some current users of the service. This has led to negative press comment, and reputational risk to the Council.

### **Recommendation 29**

The Council should keep the existing users and the Friends of York City Archives closely informed about the implementation of the proposed changes to the City Archives.

The Strategic Development Manager for the Archives should negotiate a development partnership agreement with the Friends of York City Archives. Without limiting the Friend's independence this agreement should clarify the role of the Friends as a partner of the Council, and codify what activities legitimately fall within their remit.

## Section 9 SUMMARY OF RECOMMENDATIONS

This section summarises the detailed recommendations for action set out in Sections 5 to 8 inclusive.

These recommendations boil down to a simple truth, which is that the City Archives service has significant development potential, and that this potential can be unlocked by a relatively limited and straightforward reorganisation of the current service.

Creation of an elaborate arms-length delivery mechanism through an operating trust structure is not necessary. However, the creation of a development trust to act as a focus for fundraising and to develop partnerships has real potential to unlock additional sources of funding for the Archives.

Action is thus required to:

- create high-quality strategic leadership and management capacity for the Archives which will allow the service to build development partnerships with other heritage bodies and external funders;
- eliminate unnecessary friction, duplication and wasted effort in the current structure;
- create a financial infrastructure which incentivises the service to generate sales income, sponsorship, and donations;
- create a capital endowment for the Archives which can be used to pump-prime development partnerships with other bodies, and to invest in income generation;
- initiate a realistic capital development plan for the archives which takes advantage of existing initiatives in the city and which can form the basis of a fundraising drive.

### Summary Recommendations:

<b>Organisation and Operations</b>	<ul style="list-style-type: none"> <li>• Retain the City Archives in-house, within the Library service</li> <li>• Merge the Archives and Local Studies Library into a single service</li> <li>• Create a single public services team and unified standard of public offer.</li> <li>• Fund one additional full-time Information Assistant to create capacity for the professional staff to increase user numbers through outreach; to re-connect the Archives with current Council records management initiatives; and to open the Archive on Saturdays.</li> </ul>
<b>Leadership and Mission</b>	<ul style="list-style-type: none"> <li>• Abolish the post of City Archivist. Appoint a Strategic Development Manager to provide professional leadership for the merged service, and to raise development funding for the service through cultivation of funders and the submission of external funding applications.</li> <li>• Re-focus the Archive on its original remit to preserve and maintaining the unique York Civic Archives. Cease general collecting of archives in other areas, and carry out a rationalisation of the existing collections.</li> <li>• Apply to have the Civic Archive formally Designated as being of national importance.</li> </ul>

	<ul style="list-style-type: none"> <li>• Celebrate and reinforce the Archives' return to its core remit by designating the Lord Mayor as Honorary Keeper of the City Archives.</li> </ul>
<b>Fundraising</b>	<ul style="list-style-type: none"> <li>• Create a Development Trust based on the Hampshire Archives Trust model to act as a focus for fundraising, engagement with stakeholders and creating partnerships with other organisations.</li> <li>• Make a one-off start-up capital grant of £30k to the Development Trust to allow it to invest in development partnerships with other archives, and in increasing the trading potential of the merged service.</li> <li>• Transfer all Archives and Local History trading activities to the Development Trust under a Service Level Agreement. Incentivise the Trust to increase trading income by allowing it to keep all additional net income it generates above the 2008-2009 level.</li> </ul>
<b>Capital development</b>	<ul style="list-style-type: none"> <li>• Initiate a project to re-locate the Archives and Local History to the Central Library as part of existing plans to develop the Library building.</li> <li>• Make a ring-fenced capital contribution to this project of £0.5m, which can be used as the basis for an application to the Heritage Lottery Fund and other funders</li> </ul>

## Section 10 IMPLEMENTATION

It will take up to five years to complete a turnaround in the City Archives. The following is a feasible indicative timetable.

Jan-Mar 2009	<ul style="list-style-type: none"> <li>– Recruit Strategic Development Manager</li> <li>– Recruit Information Assistant</li> <li>– Staff consultation on Archives and Local History Library merger</li> <li>– Draw up constitution and Service Level Agreement for Development Trust</li> </ul>
Apr 2009	<ul style="list-style-type: none"> <li>– Implement new merged structure</li> <li>– Strategic Development Manager in post</li> <li>– Information Assistant in post</li> </ul>
Apr-Jul 2009	<ul style="list-style-type: none"> <li>– Recruit Trustees for Development Trust</li> <li>– Start local publicity campaign for merged Archives &amp; Local History service</li> </ul>
Sep 2009	<ul style="list-style-type: none"> <li>– Launch Development Trust</li> <li>– Formal designation of Lord Mayor as Honorary Keeper of City Archives (to tie in with Trust launch?)</li> </ul>
Sep 2009-Mar 2010	<ul style="list-style-type: none"> <li>– Draw up and consult on collections rationalisation plan for Archives and Local History</li> <li>– Identify quick-win fundraising opportunities and partnership development projects</li> </ul>
2010-2011	<ul style="list-style-type: none"> <li>– Implement quick-win fundraising and development projects.</li> <li>– Implement collections rationalisation</li> <li>– Apply for formal Designation of the Civic Archive</li> <li>– Stage 1 HLF funding application for new city-centre Archives and Local History service at Central Library</li> </ul>
2011-2013	<ul style="list-style-type: none"> <li>– Stage 2 HLF funding application for new city-centre Archives and Local History service</li> </ul>
(depending on success of Stage 1 HLF application)	<ul style="list-style-type: none"> <li>– Construction of new city-centre site</li> <li>– Relocate to new site</li> </ul>

## APPENDIX 1 – LIST OF CONSULTEES

The following stakeholders were consulted for this study.

### City of York Council members and officers

Cllr Andrew Waller	Leader of the Council
Cllr Sonja Crisp	Chair, Executive Members Advisory Panel for Leisure, Culture and Children's Services
Cllr Paul Healey	Vice-Chair, Executive Members Advisory Panel for Leisure, Culture and Children's Services
Cllr Chris Hogg	Member, Executive Members Advisory Panel for Leisure, Culture and Children's Services
Cllr Janet Looker	Shadow Exec Member for Leisure, Culture & Social Exclusion
Cllr Carol Runciman	Deputy Leader & Executive Member for Children and Young Peoples' Services
Cllr Dave Taylor	CYC Heritage Champion
Cllr Christian Vassie	Executive Member for Leisure, Culture and Social Inclusion
Bill McCarthy	Chief Executive
Robert Beane	Information Management Officer, Audit and Risk Management
Philip Callow	Head of Asset and Property Management
Charlie Croft	Asst Director, Lifelong Learning & Culture
Andrea Dudding	UNISON
Sarah Garbarcz	Strategic Manager, Reading & Information
Rob Hunt	ITT Business Development Project Manager – "YorDocs" EDRMS Project
David Main	Family & Local History Librarian
Sarah Prescott	Acting City Archivist
Fiona Williams	Head of Libraries & Heritage

### External stakeholders (in alphabetical order)

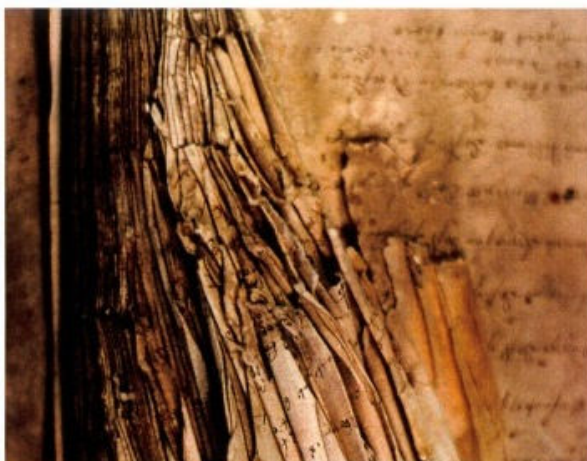
Janet Barnes	Chief Executive, York Museums Trust
Darrell Buttery	President, York Civic Trust
Roy Clare	Chief Executive, Museums, Libraries & Archives Council
Sue Fisher	Head of Development (North), National Railway Museum
Annie Mauger	Chief Executive, Yorkshire Museums, Libraries & Archives Council
Michael Rogers	Membership Secretary, Friends of York City Archives
Dr Andrew Rowley	Senior Archives Adviser (Repositories), The National Archives
Claire Sawyer	Regional Archives Adviser, Yorkshire Museums, Libraries & Archives Council
Janet Smith	County Archivist, Hampshire Archives & Local Studies; also Secretary, Hampshire Archives Trust
Dr Fiona Spiers	Regional Director for Yorkshire, Heritage Lottery Fund
Chris Webb	Keeper of Archives, University of York
Dr Eileen White	Chair, Friends of York City Archives

## APPENDIX 2 – HAMPSHIRE ARCHIVES TRUST

### Hampshire Archives Trust

Hampshire Archives Trust is a unique organisation, working with the owners of archives to protect Hampshire's archive heritage. By joining the Trust you can help support this work and discover for yourself more about that heritage.

Based at Hampshire Record Office, the Trust supports the work of Hampshire's archives services by rescuing archives at risk, by surveying and advising on the care of archives held by organisations, groups and individuals, and by increasing awareness of the importance and interest of archives.



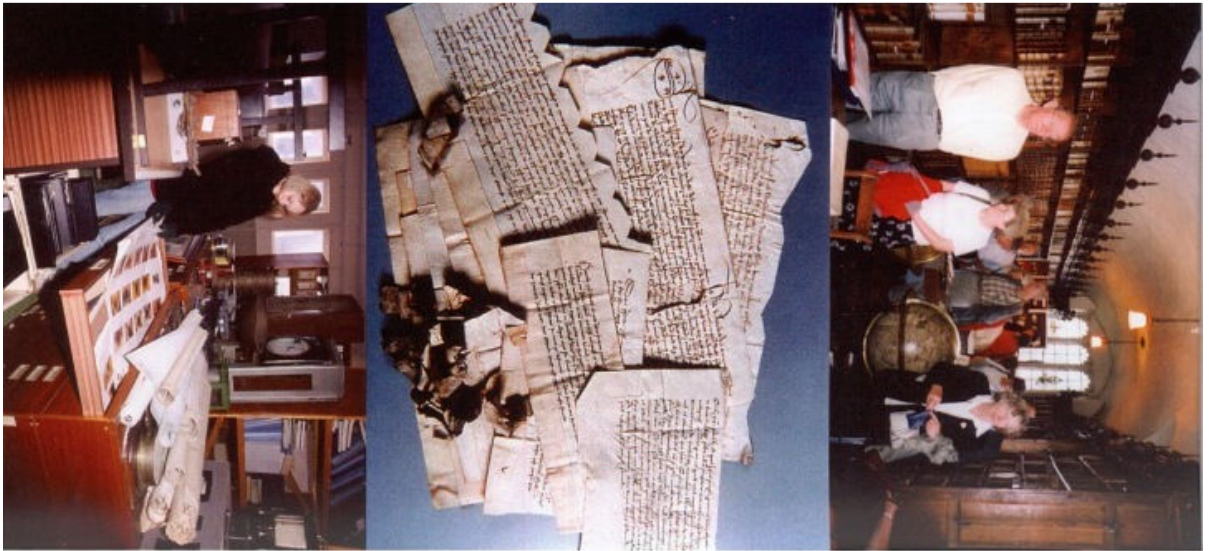
Archives are our key to understanding the past and how it has shaped the present; they are a vital part of our national and local heritage. Diaries, letters, wills, account books, photographs, film and other records bring the actions and feelings of our ancestors to life in a very real way.

Hampshire Record Office and the archives services in Portsmouth and Southampton provide the right conditions to preserve Hampshire's archive heritage and to help people discover it, but other records documenting Hampshire life and people remain elsewhere, some well cared for and others in far from ideal conditions. The Trust helps to improve their long-term preservation and access, working in partnership with the archives services and local organisations and individuals.



Our members benefit from a programme of visits to other archives and to historic venues in Hampshire and beyond; some sites visited are not normally open to the public. They also receive a twice-yearly newsletter and an annual report – and the satisfaction of knowing that their membership is helping to preserve Hampshire's archives. The larger and wider the membership, the more effectively we can speak out on matters affecting the archive heritage.





For further information please contact the Archivist to the Trust or Membership Secretary,  
 Hampshire Archives Trust, Hampshire Record Office,  
 Sussex Street, Winchester SO23 8TH  
 Tel: 01962 846154 Fax: 01962 878681  
 archives.trust@hants.gov.uk  
 www.hants.gov.uk/archives-trust



**Hampshire Archives Trust**

[www.hants.gov.uk/archives-trust](http://www.hants.gov.uk/archives-trust)

**Hampshire County Council**