

A National Audience Development Plan for Wales

Commissioned by
Archives and Records Council Wales

**Working Title: 'Our Archives, Our Citizens' A strategy for promoting
active participation**

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Section 1: Introduction

This report presents a National Audience Development Plan (NADP) 'Our Archives, Our Citizens' for archive services in Wales. Commissioned by the Archives and Record Council Wales (ARCW), the report is the culmination of specialist research and investigation with a view to producing a national strategy that will shape the sector for the next five years.

'Our Archives, Our Citizens' was produced in two stages; the initial stage was undertaken by the Research and Development Officer (RDO) employed by ARCW in 2006-2007 and consisted of an extensive dataset created through consultation with archivists, users and non-users of archives from across Wales.

This initial research was supplemented through the commission of a second stage; consultant Andrea Johnson of *Andrea Johnson Associates* was responsible for the second stage and the production of the final report. The commission consisted of the following objectives:

Part 1: Completion of Dataset:

- Addition of demographic research and analysis
- Addition of information from other relevant projects e.g. Quantifying Diversity
- Identification and capture of other relevant contextual data
- The preparation of a comprehensive bibliography

Part 2: Preparation & Production of NADP:

- Full analysis of completed dataset
- Finalisation of SWOT analysis
- Production of SMART audience development objectives
- Proposition of long, medium and short term actions
- Production of a NADP

1.1 Aim & Objectives

- The aim of the NADP is to produce a document that will form part of the foundation and planning for the future development of archive services in Wales and support proposals to realise ARCW's aspiration to engage people in innovative ways with archives through the project *Archifau Cymru: Archives Wales*.

1.1 Background & Context

'Our Archives, Our Citizens' has been produced to provide a national strategic plan for the development of audiences for archive services across Wales. ARCW sees the NADP as a cornerstone of future funding proposals; essentially providing evidence and an agreed roadmap in identifying, planning, implementing and evaluating engagement with diverse audiences.

The production of the NADP draws on a spectrum of resources and research, all with one common theme running throughout, the interaction between the user and the archive. The development plan is the accumulation of several years of research and direct user consultation commissioned by ARCW to seek both evidentiary and anecdotal information on its audiences, archive services across Wales and technological opportunities.

This user-centric strategy reflects the Welsh Assembly Government's vision for the way in which public services in Wales should be delivered. One of the four main principles of "Making the Connections"¹ is 'Citizens at the Centre' with the ethos that services are more responsive to users with people and communities involved in designing the way services are delivered. This theme has been strongly embedded in the document "One Wales: A progressive agenda for the Government of Wales"²

The NADP has been designed to both aid funding proposals and to provide a long-term agenda for the sector; it provides short, medium and long term objectives that ARCW can plan and review on a regular basis. Improving the service to existing users and reaching new

¹ Making the Connections <http://wales.gov.uk/about/strategy/makingtheconnections/?lang=en> Accessed 8th January 2008

² One Wales: A Progressive agenda for the Government of Wales
<http://wales.gov.uk/strategy/910682/onewales/onewalese.pdf?lang=en> Accessed 12th July 2007

audiences cannot be achieved overnight; however 'Our Archives, Our Citizens' heralds the start of a concerted and systematic strategy by ARCW to make archive services across Wales more visible and accessible – bringing our archival heritage to life.

1.2 SWOT Analysis

In order to provide a context to the NADP, a SWOT analysis was undertaken to evaluate the strategies that exist within the archive domain across Wales. Consultation was sought from archive staff throughout Wales. The analysis is presented in **Appendix 1 SWOT Analysis**.

1.3 Limitations & Considerations

The NADP has not been developed in a vacuum and there are particular considerations and limitations that have to be acknowledged in order to ensure that the plan is realistic in its nature and its goals.

- Employing bodies – archive services are also bound by their own employing bodies' policies, procedures and budgets e.g. Technology, PR. Some also suffer from a low profile within their own employing body.
- Capacity – ARCW needs to develop the capacity of its members to deliver comprehensive and sustainable services if it is going to provide common standards of service across Wales. In order to achieve this, the provision of access to and stewardship of records and archives in Wales must be consolidated and improved.
- Resources – it is not envisaged that there will be any major additional core funding in the archives sector; resources will be tendered and targeted at specific areas of national development, such as Archifau Cymru-Archives Wales.
- National strategy with room for local implementation – each national, specialist or local authority archive has different demographics and user needs, the national plan must be sensitive to these.
- Consistency – archive services are not created equally and as such there are inequalities and inconsistencies between services. It is not a level playing field.
- Buildings – some archives are housed in buildings that are not fit for purpose and which do not offer easy access or comply with Disability Discrimination Act 1995.

Section 2: Methodology

This section details the methodology applied throughout the NADP commission and provides an overview of both the consultation process and the data sources used in the development of 'Our Archives, Our Citizens'. It concludes by detailing the compilation of bibliographic resources.

2.1 Consultation

The NADP is based on a number of consultation processes. These consultations provided both the quantitative data but also the anecdotal evidence which bring the facts and figures to life. The consultation consisted of:

- Survey of archive offices
- Survey of non-users
- 'Ask the People' consultation Archifau Cymru-Archives Wales
- Strategy Day for Archivists

The purpose of the consultations was to ascertain from specific target audiences across Wales their perception of archives in addition to asking the archivists themselves. Of particular interest were any barriers to participation and any suggestions for improved access and participation. **Sections 3, 4 and 5** detail the findings of these consultations in further detail.

2.2 Data Sources

A number of primary data sources were used to support the NADP, full bibliographic details are provided in **Appendix 2 Bibliography**.

- Andrea Johnson Associates
 - 'Ask the People' Consultation (2007)
 - An Evaluation of the Archives Network Wales Project (2007)
- ARCW Research & Development Officer Research
 - Survey on non-users
 - Survey of archive services

- CYMAL
 - Quantifying Diversity Report (2007)
- Glamorgan Record Office
 - Trend Analysis 2006
 - Survey of Users/Non-Users (2002)
- Lesley Walker
 - Inspiring Learning Through Archives Discussion Paper (2008)
- MetaMarketing Martin Ludlow
 - Marketing Consultancy Project Report (2007)
- Public Service Quality Group of the National Council on Archives
 - Survey of Visitors to UK Archives 2006
- Welsh Assembly Government
 - Wales's Population: A Demographic Overview 1971 – 2005 (2007)
 - Health Statistics Wales (2007)
 - Wales in Figures (2007)

2.3 Bibliographic Resources

A comprehensive bibliography including all bibliographic resources associated with the compilation of an audience development plan, has been included in Appendix 2 Bibliography. It includes:

- The profile of current archive users
- User studies within the archive sector
- Studies on non-users within the sector
- Demographic/population data
- Reaching hard to reach groups
- Audience development plan guidelines
- CyMAL publications & guidelines
- ARCW commissioned research

Section 3: An Evaluation of Current Archive Users

This section provides an overview of current archive users by presenting the data on visitors to archives and comparing this to the national population statistics for Wales. It also presents the results of a survey of archive offices regarding user monitoring practices and details the findings of a trend analysis undertaken by the Glamorgan Record Office. The section concludes by examining the complexity in analysing remote user information.

3.1 Facts & Figures

3.1.1 The Public Service Quality Group (PSQG) Survey of Visitors to UK Archives 2006:

The “Survey of Visitors to UK Archives 2006” provides a snapshot of current archive users³. Thanks to CyMAL support, 2006 was the first year all archive services throughout Wales took part in the survey. By mutual agreement the results were shared by repositories across Wales.

One of the advantages and major strengths of the archive domain in Wales, as witnessed by the satisfaction ratings in the PSQG survey, is the high perception of existing Welsh archive users of the service they receive. Existing archive users uniformly feel that, once they cross the archive threshold, they are looked after by friendly and knowledgeable staff, as borne out by the following PSQG 2006 survey statistics:

- On rating the quality and appropriateness of the staff’s advice **76.5%** responded Very Good, **21.1%** responded Good.
- On rating the helpfulness and friendliness of the staff, **86.4%** responded Very Good, **12.4%** responded Good.
- On rating the archive’s overall service, **65.9%** responded Very Good, **29.9%** responded Good.

The main purpose in visiting the archive for:

- **67.4%** was personal leisure/recreational

³ At the time of writing the 2007 survey had been undertaken but the figures were not yet collated

- **14.5%** was non- leisure or family business
- **11.9%** was formal education as a student/researcher
- **0.3%** was formal education as a teacher
- **5.8%** was in connection with employment

- **80.3%** of visitors are researching family history

The methods through which visitors may publicise their research:

- **74.1%** in a written report not for publication
- **8.6%** in a publication
- **7.4%** in a lecture or talk
- **1.3%** in an exhibition
- **1.4%** in the media
- **7.2%** on a website

When asked about how archives contribute to society:

- **81.2%** strongly agreed, **18.3%** agreed that archives preserve our culture & heritage
- **67.4%** strongly agreed, **31.3%** agreed that archives provide opportunities for learning
- **64.4%** strongly agreed, **30.5%** agreed that archives strengthen family and community identity
- **39.7%** strongly agreed, **37.7%** agreed that archives support the rights of citizens

It is clear to see that on visiting the archive, the users are highly satisfied with the service they receive and can identify ways in which archives contribute to society.

While the PSQG survey is one of our main sources of archive visitor data, there are limitations to it. For example, it is only a snapshot of users across a one or two week period every eighteen months, while there is no data on remote users (those who access the archive service over the internet)⁴.

⁴ A pilot scheme was ran 2007, with a view to be launched in full 2008.

3.1.2 Comparison to National Population Statistics:

The PSQG survey suggests that current visitors to archive services are primarily over the age of 45:

- **0%** aged 14 or under
- **0.7%** aged between 14 – 19 years
- **2.9%** aged between 20 – 24 years
- **4.1%** aged between 25 – 34 years
- **10.4%** aged between 35 – 44 years
- **15.3%** aged between 45 – 54 years
- **35.4%** aged between 55 – 64 years
- **24.5%** aged between 65 – 74 years
- **6.5%** aged over 75 years

The gender of current visitors is:

- **46%** Male
- **54%** Female

According to the Office of National Statistics⁵:

- There are **2,965,900** people resident in Wales; **1,444,800** males and **1,521,100** females.
- There are **561,200** children (0-15 years) in Wales; **19%** of the total population.
- There are **614,800** people of retirement age (females over 60 years and males over 55 years); **21%** of the total population.

Comparing the PSQG data and the demographic data provides us with an opportunity to identify under-represented audiences. It is clear from this data that the 14 and under age range is one area that any NADP should address.

One of the conclusions from the 'Ask the People' consultation was the recommendation of a 3 tier plan for young people.

⁵ See Wales's Population: A Demographic Overview 1971 – 2005 (2007)

- **Tier One:** Initiation through **formal learning**, as early as Key Stage 1 providing bespoke resources to support curriculum
- **Tier Two: Informal learning** resources such as games and virtual tours, information on sport and music, that link to existing resources this user segment use e.g. Bebo
- **Tier Three: Outreach**, developing specific resources and opportunities around the needs of specific groups and taking these out to them

All local authority areas in Wales show an increase in the number of people of retirement age, according to Welsh Assembly Government figures⁶. This age range is well represented within archive visitors. Given that this sector of the population is due to increase further; archives are well positioned to meet any increased demand based on its high-quality provision to date.

According to the Census 2001⁷ less than **62,000** people out of a population of 2.9 million belonged to an ethnic non-white group, therefore 2001 **2%** of the total population belonged to an ethnic minority. It is estimated that this figure may rise to approx **5%** at the next census⁸. PSQG data indicates that **98.8%** of archive visitors are white. Given the expected rise in figures and evidence from the 'Ask the People' consultation Ethnic Minorities are one group which the NADP must address.

PSQG data indicates that **83.3%** of archive visitors have no disability or long term illness. Those who did, classified their illness/disability as follows:

- **10.6%** have mobility disability,
- **4%** hearing,
- **2.5%** eyesight,
- **1.1%** using hands/fingers,
- **0.1%** learning difficulty,
- **0.5%** mental health
- **1.0%** other

⁶ See Wales's Population: A Demographic Overview 1971 – 2005 (2007)

⁷ See Wales's Population: A Demographic Overview 1971 – 2005 (2007)

⁸ Discussion at the WAG Population Seminar 9th October 2007

The 2001 Census⁹ showed that **23.3%** of people in Wales had a disability or limiting long-term illness. This, compared to **17.9%** in England, represents almost one quarter of the Welsh population. Clearly this group is under represented within current archive visitor figures, and the NADP must address this issue.

The Quantifying Diversity¹⁰ research project, commissioned by CyMAL 2007 was the first step in building the capacity of the sector to approach issues of diversity. Issues surrounding disability and ethnic minorities are highlighted within the report and its recommendations have been considered during the construction of the NADP objectives.

The Welsh Language Use Survey (2004)¹¹ shows that:

- **21.7%** (611,000) of all those aged **3** and over could speak Welsh. This compares with **20.8%** in the 2001 Census.
- **57%** (315,000) of Welsh speakers considered themselves fluent in Welsh.
- Of those who could speak Welsh, **62%** spoke Welsh daily. **88%** of fluent speakers said that they spoke Welsh daily.
- Welsh was the language of their most recent conversation in the case of **58%** of fluent speakers.

The importance of the provision of the Welsh language was examined in the 2006 PSQG Survey:

For staff information and advice:

- **35.0%** thought Welsh language provision very important
- **33.3%** thought Welsh language provision quite important
- **23.0%** thought Welsh language provision neither important nor unimportant
- **3.5%** thought Welsh language provision quite unimportant
- **5.2%** thought Welsh language provision very unimportant

⁹ See: <http://new.wales.gov.uk/topics/statistics/theme/population/?lang=en>
Accessed 31 October 2007

¹⁰ See: <http://new.wales.gov.uk/topics/cultureandsport/museumsarchiveslibraries/cymall4/Research1/?lang=en#?lang=en> Accessed 22nd July 2007

¹¹ See: <http://www.bwrdd-yr-iaith.org.uk/cynnwys.php?cID=&pID=109&nID=2122&langID=2>
Accessed 29 October 2007

For printed or recorded materials:

- 39.1% thought Welsh language provision very important
- 32.1% thought Welsh language provision quite important
- 21.9% thought Welsh language provision neither important nor unimportant
- 3.4% thought Welsh language provision quite unimportant
- 3.5% thought Welsh language provision very unimportant

For computer/website/online data:

- 36.9% thought Welsh language provision very important
- 31.5% thought Welsh language provision quite important
- 23.6% thought Welsh language provision neither important nor unimportant
- 4.1% thought Welsh language provision quite unimportant
- 4.1% thought Welsh language provision very unimportant

For special events or activities:

- 31.1% thought Welsh language provision very important
- 38.3% thought Welsh language provision quite important
- 23.7% thought Welsh language provision neither important nor unimportant
- 2.9% thought Welsh language provision quite unimportant
- 23.7% thought Welsh language provision very unimportant

The provision of Welsh content and services varies significantly by area, according to the Quantifying Diversity Report:

“In Gwynedd, Anglesey and Ceredigion non Welsh speakers are the minority, whilst half of those living in Carmarthenshire speak Welsh. In Conwy and Denbighshire over 25% are Welsh speakers. Only in Monmouthshire and Blaenau Gwent do numbers drop below 10%.”

It also found that employees working in archives were the more likely to be proficient in Welsh (36%) than their museum and library colleagues.

<p>Action</p> <p>Points:</p>	<ul style="list-style-type: none"> • The 14 and under age range is one area that the NADP should address using the 3-tier plan. • Ethnic Minorities are one group that the NADP must address • Those with a disability or long-term illness are one group that the NADP must address • The number of people retired is due to increase; archives are well positioned to meet any increased demand based on its provision to date. • The provision of Welsh language services and content is an area that the NADP must address
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3.2 User Monitoring: A Survey

A survey of archives and record offices was carried out to discover whether there is a uniformity of practice for recording user information throughout Wales. Questionnaires were sent to **18** archival services and **15** replies were received. A copy of the questionnaire can be found in **Appendix Three: Questionnaire to Archives & Record Offices**. The results of the survey can be summarised as:

3.2.1 User Monitoring

- Only **5** archive services carry out user monitoring.

For example in Glamorgan Record Office all registered new users are put onto a database. In most record offices, users sign a visitor's book, and some ask for a CARN reader's ticket.

3.2.2 Visitor Book Analysis

- **13** archive services collect signatures from visitors, 3 analyse the results.

In Denbighshire Record Office readers are issued with temporary or permanent reader cards. Glamorgan Record Office is able to identify regular visitors and the information is collated for monthly statistics. Some offices collate statistics but don't carry out any form of analysis.

3.2.3 Post Code Analysis

- **5** archive services analyse where their visitors come from.

Some offices use the county or country of origin in preference to post codes. For example Pembrokeshire Record Office breaks down these figures down into daily visitor numbers.

3.2.4 Evaluation of Search Requests

- **7** archive services analyse the information being sought by users

Gwent Record Office note research interests and the National Library of Wales Aberystwyth distinguish between local historians, family historians and academics but are planning to include more detail in the future.

3.2.5 Visitor Analysis

- **4** Archive services carry out analysis on the type of people visiting

Cardiff University distinguish between academic staff, undergraduates, postgraduates and external researchers. Denbighshire, Flintshire and Glamorgan Record Office differentiate between family historians, formal learners/academics and land disputes etc. Some offices record the information but do not analyse it.

3.2.6 Monitoring User Numbers

- **100%** archive services monitor (count) user numbers.

Cardiff University and Wrexham Record Office both stated that numbers are growing.

- **8** archive services replied that visitor numbers are falling, **5** responded that visitor numbers were steady.

3.2.7 Evaluating How Long Visitors Stay

Apart from PSQG survey monitoring, the majority of offices do not monitor how long visitors stay.

3.2.8 Monitoring Postal and E-mail Enquiries

With one exception every office monitors postal and e-mail enquiries. Telephone enquiries are monitored in some offices.

3.2.9 Observing Website Usage

- 9 archive services monitor usage of their website.

Two respondents stated that it is not possible to monitor usage.

3.2.10 Sessions for Groups

- 100% archive services holds sessions for groups.

Some held group sessions on a specific day. Staff shortages and five day opening mean some offices hold evening sessions for groups.

3.2.11 Formal Learning

- 7 archive services hold classes

Classes are taught throughout the community at universities, further education colleges and life long learning venues.

3.2.12 Perceptions of Archives, Record Offices and Archivists

Offices were asked how they felt archives, record offices and archivists are viewed by the outside world. It was generally agreed that users of the service would describe the service and people very positively.

Several respondents are concerned that perceptions among some non users may be less favourable:

- *'A bit scarily intellectual, not normal people'*
- *'Mainly dusty and dull'*
- *'Old, dull and inaccessible'*
- *'Fuddy duddy'*

3.2.13 Recognition for Services Provided

- Cardiff University Archives thought that links between the organisational objectives and the archive improved their profile.
- Ceredigion Archives replied that people don't know what record offices, archives and archivists do and perceived archivists as a mixture of waitress, teacher and detective.
- Powys and Denbighshire Record Offices both expressed concern that they are not recognised for their contribution even amongst the local authority, and hence receive low budgets.
- Gwynedd Archives, although acknowledging that some ignorance existed about their remit, felt it important that archivists do not become paranoid with regard to negative perceptions.

3.2.14 Flying the Flag

In this section offices were given free rein to say what they are really proud of.

Overwhelming the responses to this question were good public service, personal service, friendly atmosphere, dealing with customers. Some responded in a much broader sense such as:

- *'Ask your Archivist Event'*
- *'Audience development plan'*
- *'Very successful with grants'*
- *'Community projects'*
- *'Getting the council to understand what is involved in safeguarding documents and heritage'*
- *'Plans for a new office'*

3.2.15 Conclusion

User and non-user monitoring is essential for the future planning and programme implementation of the archive sector. How else can we measure if we are meeting the needs of our citizens? It is useful to note that according to the Quantifying Diversity Report services within the archive sector were the most likely to have undertaken diversity monitoring within the last 5 years (**53%**) and most likely to have further monitoring planned for the future compared to their museum and library colleagues.

Action	<ul style="list-style-type: none"> • There is no standard for recording, monitoring and analysing visitor information in archives in Wales
Points:	<ul style="list-style-type: none"> • The information currently being recorded by archives in Wales varies enormously • There is a perception that archives are a low profile service amongst non-user groups • There is evidence that archives are seen as a low profile service by local authorities and partner organisations

3.3 Trend Analysis: Glamorgan Record Office

Glamorgan Record Office commissioned Cardiff Research Centre to undertake trend analysis on their visitor numbers from 2001/02 - 2005/06. From this they were able to establish a great deal of information about visitors:

- In a 4 year period visitor numbers fell by **37.6%**
- $\frac{3}{4}$ of all visitors came from the **6** unitary authorities they serve
- New registrations fell by **17.9%** in **4** years
- **783** visitors to the office came from overseas
- **2/3** of visitors were interested in family history
- Significant rises in the use of Glamorgan Record Office's website and email enquiries.

Action	<ul style="list-style-type: none"> • This is suggestive of a direct correlation between the fall in visitors and the rise of email and internet use
Points:	<ul style="list-style-type: none"> • holding statistical and other qualitative information on visitors enables valuable trend analysis to take place

3.4 Remote Users

Who are our remote users? Who accesses archival material over the Internet?

Currently **9** out of **15** archive services monitor web site usage, with **2** services stating that they are unable to do so due to local authority limitations. There is limited information regarding this group of users, and if the Glamorgan Record Office trend analysis is representative of Wales, this group is increasing in numbers.

There are baseline user figures available for Archives Network Wales¹². The introduction of more sophisticated web analytical tools would enable ARCW to have a more detailed analysis of remote users. Remote users are one of the main groups Archifau Cymru-Archives Wales aims to develop and as such more needs to be known about them.

Action	<ul style="list-style-type: none">• Introduction of web analytical tools would enable ARCW to have a more detailed analysis of remote users.
Points:	

Section 4: An Evaluation on Non-Users of Archives

This section provides an overview of three surveys of non-users that was undertaken 2007. The section details three sets of data, a survey of non-users, a survey of ethnic minority groups and a survey of young people.

4.1 Survey of Non Users of Archives

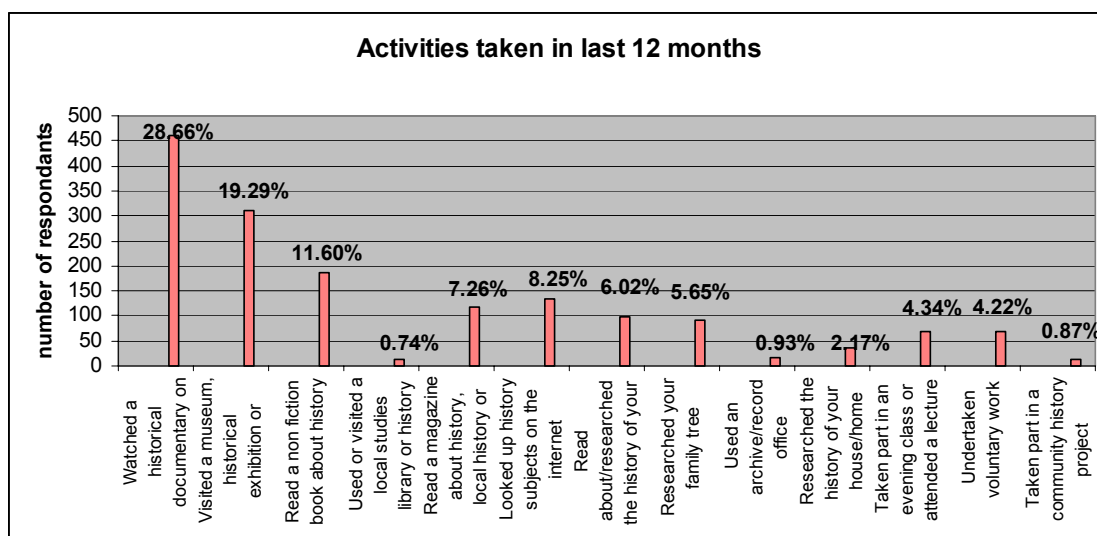
A survey of non users of archives was carried out to discover their perceptions of archives. The study examined why people do not visit archive services. Using a questionnaire, data was collected throughout Wales from members of the public; for reasons of confidentiality the questionnaires were anonymous. A sample copy of the questionnaire form can be found in **Appendix Four: Questionnaire for Non-Users of Archives.**

¹² Current figures date Feb 2007, as there is no longer any person responsible for analysis

Almost equal numbers of males and females took part in the survey. A total of 548 questionnaires were completed. The participants were chosen at random in a variety of locations such as community centres, markets and shopping centres. The majority of those questioned described themselves as White and Welsh with no disabilities or long term illnesses. Half of the participants spoke Welsh and English. The key findings from the questionnaire can be summarised as follows:

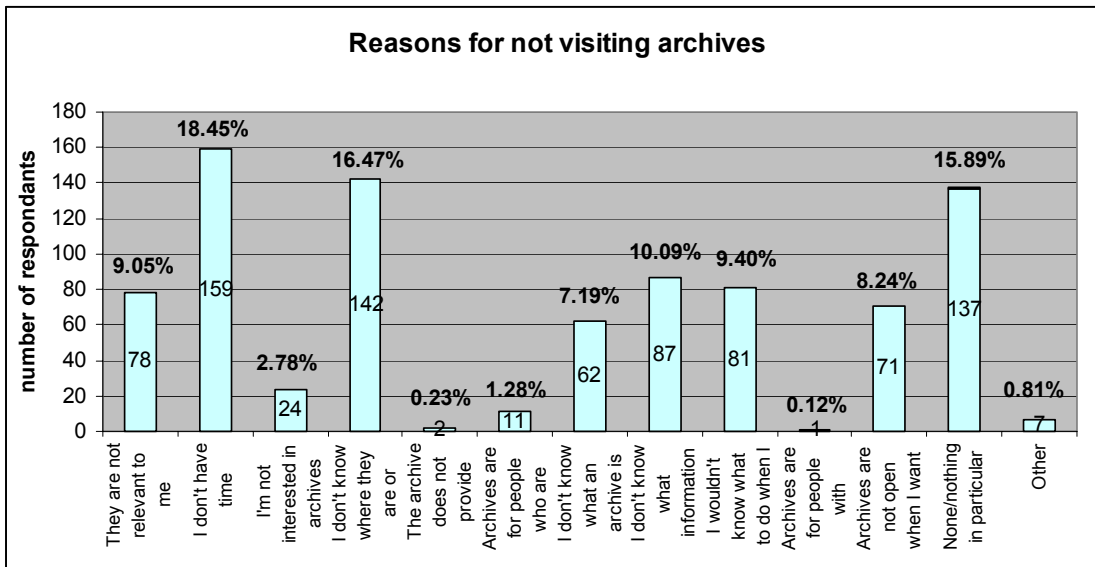
4.1.1 General Trends

- In the last twelve months **86%** of respondents had watched a historical documentary on television.
- **5.7%** did not know what an archive was and **9.4%** stated they would not use or visit an archive.
- **47%** would go to an archive to find out about my family history
- **39%** want to find out about the history of my local area/town/village.



4.1.2 Barriers to Access

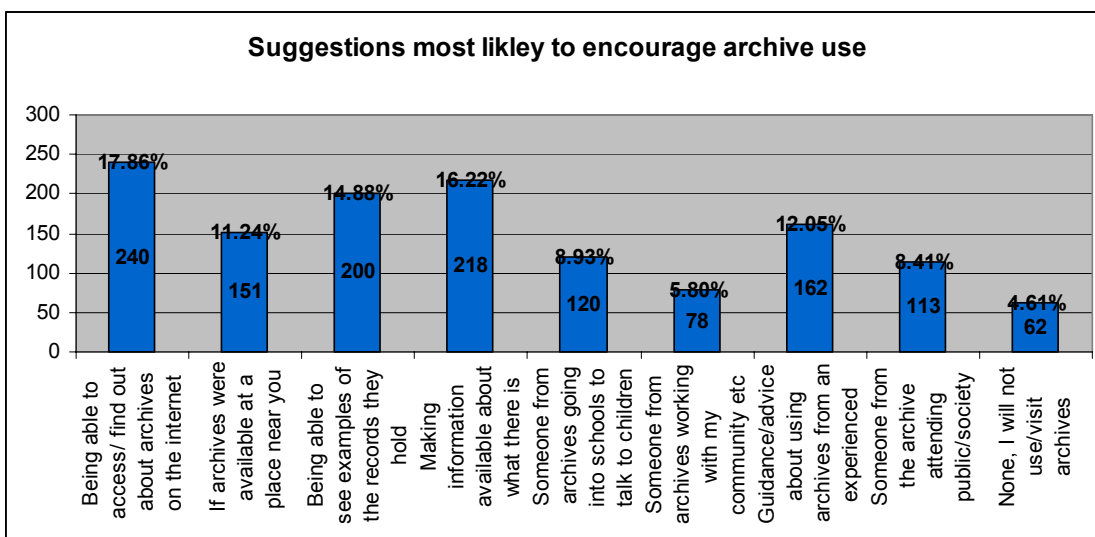
- **18.45%** responded I don't have time
- **16.47%** responded I don't know where they are or where to find them
- **15.89%** responded None/nothing in particular



4.1.3 Facilitators to Access

Top 3 suggestions to facilitate access

- 17.86% responded being able to access/find out about archives on the internet
- 16.22% responded making information available about what there is and where to start looking
- 14.88% responded being able to see examples of the 'records' they hold



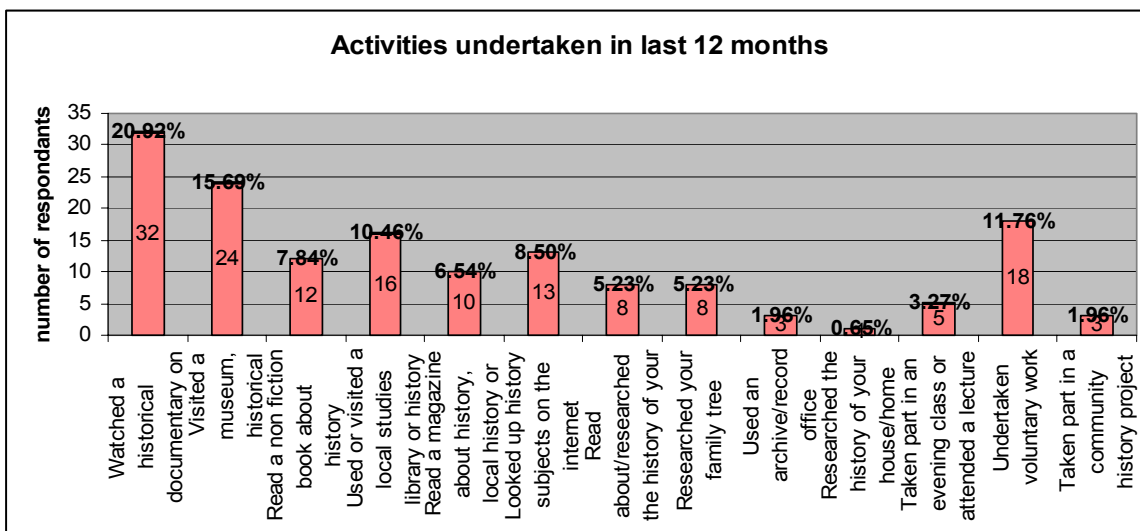
Action Points:	<ul style="list-style-type: none"> • Large number would visit an archive to find out about family/local history. Make links more obvious on ANW and other associated publicity material • Make information available via the Internet • Examples of types of records held are required • An introduction and a guide to archives is required
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4.2 Survey of Ethnic Minority Groups

A total of eleven ethnic minority organisations were approached to take part in the survey. Two ethnic women’s organisations responded and contributed. All 42 participants were female. The majority were aged between 20 and 34 years of age. For the main part the contributors described themselves as Asian, Black or Chinese.

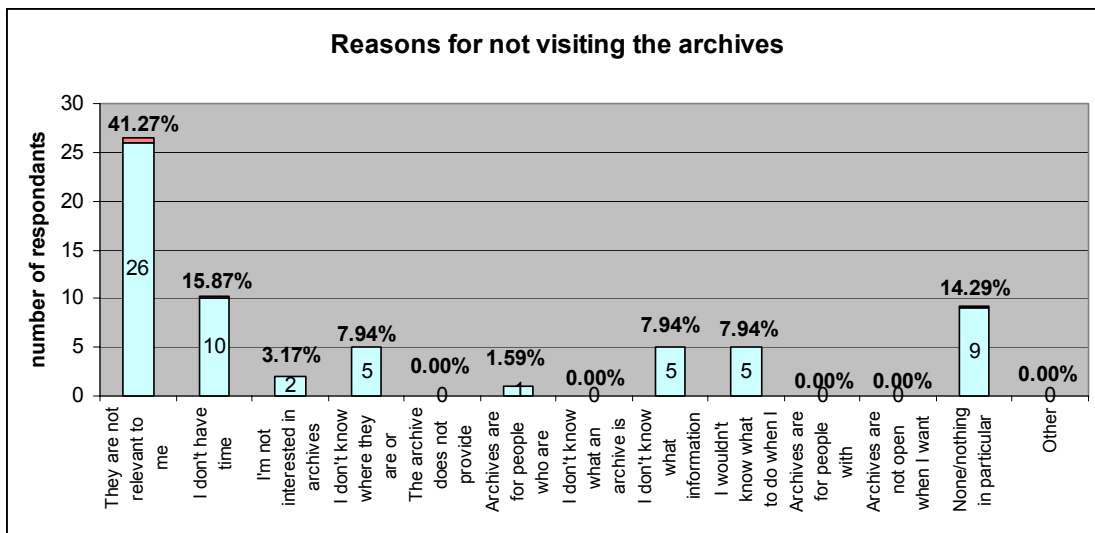
4.2.1 General Trends

- In the last 12 months **76%** respondents had watched a historical documentary on television.
- **57%** had visited a museum, historical exhibition or something similar in the last 12 months
- **55%** would visit an archive to develop new skills and learn new things



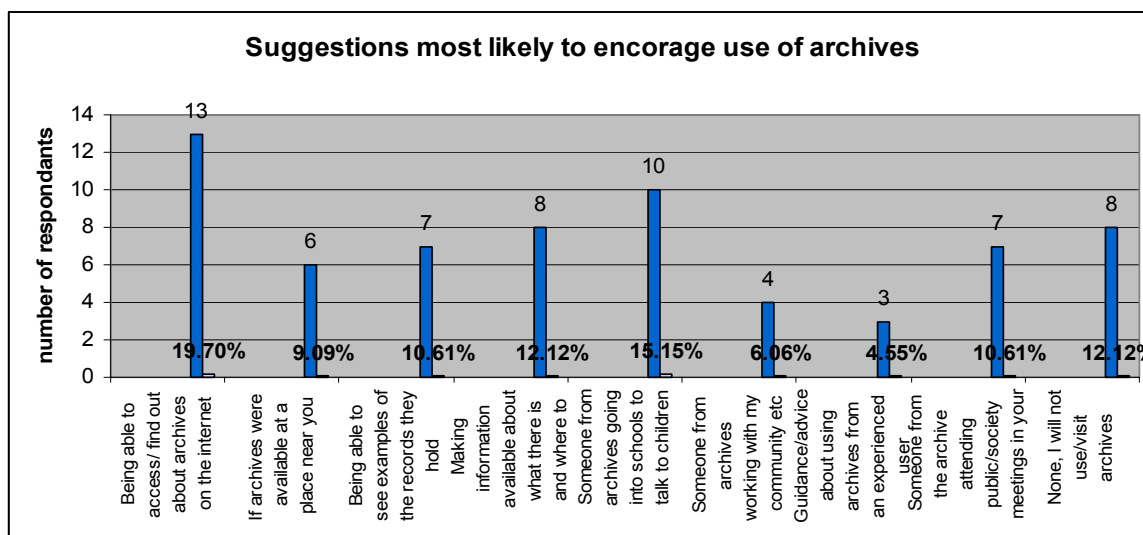
4.2.2 Barriers to Access

- 41.27% responded 'They are not relevant to me'



4.2.3 Facilitators to Access

- 19.7% responded being able to access/find out about archives on the internet
- 15.15% responded someone from archives going into schools to talk to children



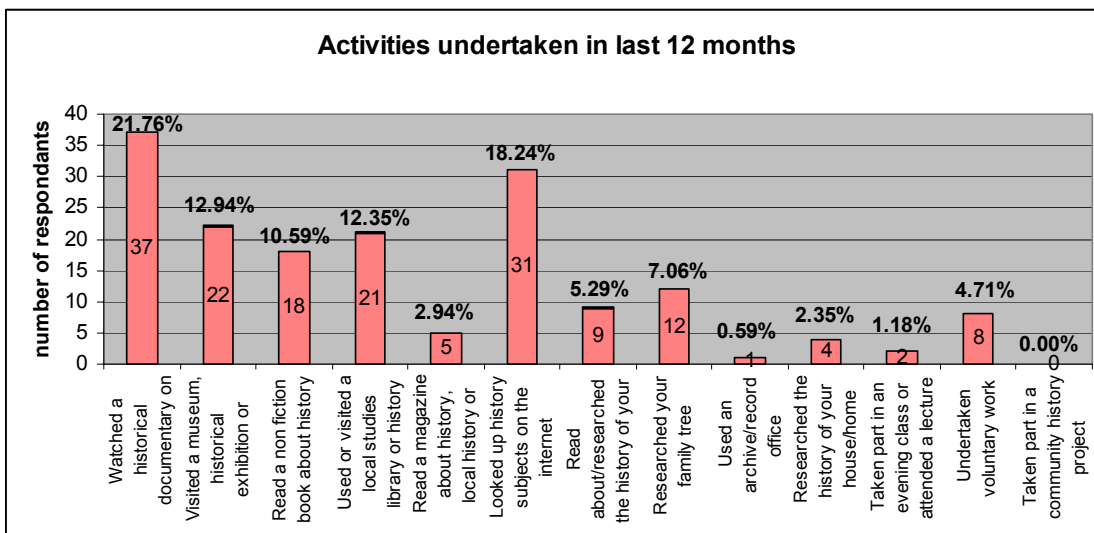
Action Points:	<ul style="list-style-type: none"> • Linking archival content to developing new skills or learning material is important to this group • Give examples of relevant content • Make information available via the Internet • Make link with archives and school children
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4.3 Survey of Young People

Two colleges of further education took part in the survey. **50** participants took part, mainly female, describing themselves as White and mainly Welsh. Less than 20% spoke Welsh and only one participant had a disability.

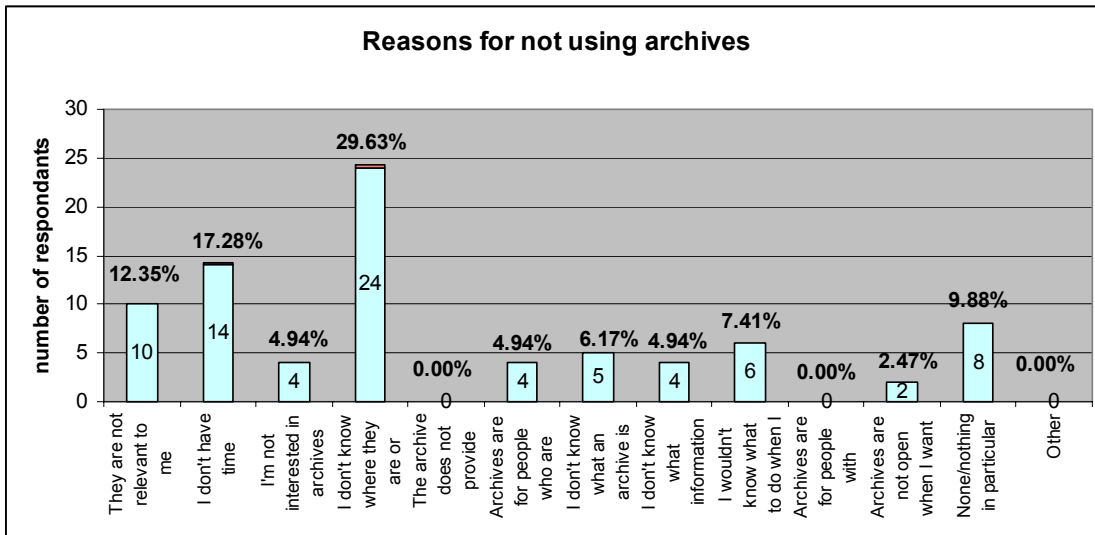
4.3.1 General Trends

- **74%** respondents had watched a historical documentary on television in the last 12 months
- **44%** respondents had visited a museum, historical exhibition or something similar in the last 12 months
- **62%** respondents had looked up history subjects on the Internet in the last 12 months



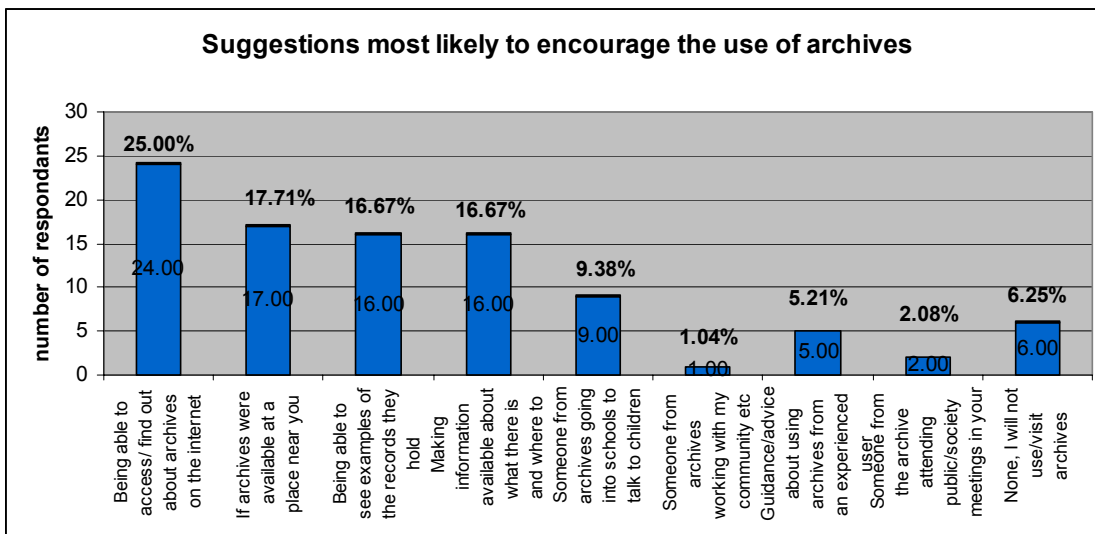
4.3.2 Barriers to Access

- 29.63% responded I don't know where they are or where to find them
- 17.28% responded I don't have the time
- 12.35% responded they are not relevant to me



4.3.3 Facilitators to Access

- 25% responded being able to access/find out about archives on the internet
- 17.71% responded If archives were available at a place near you
- 16.67% responded being able to see examples of the 'records' they hold
- 16.22% responded making information available about what and where to start looking



Action	<ul style="list-style-type: none"> • Make links explicit between archive and history
Points:	<ul style="list-style-type: none"> • Make information available via Internet • Examples of types of records held are required • An introduction and a guide to archives is required

Section 5: ‘Our Archives, Our Citizens’

Archives can improve and enrich life in Wales¹³ by:

- Helping to create a sense of citizenship and identity
- Encouraging individual learning and development
- Promoting social justice and equality
- Fostering a sense of community awareness and social cohesion
- Acting as agents for social change

This section examines the paradigm shift of user interaction and provides an overview of the three central themes of ‘Our Archives, Our Citizens’. ‘Our Archives’ examines the strategic action points concerning collections. ‘Delivery Mechanisms’ presents the findings from ‘Ask the People’ regarding preferred methods of delivery. ‘Our Citizens’ examines the key user segments that form the basis of ‘Our Archives, Our Citizens’, based on the corpus of evidence collected over the past two years.

Based on the surveys of non-users and the findings from the ‘Ask the People’ consultation, there is a strong body of evidence that many users / non-users see the top facilitators to accessing an archive as:

- ✓ Accessing via Internet
- ✓ Making content relevant to them
- ✓ Promoting the extent of archival material available
- ✓ Providing tools and aids that support them
- ✓ Making records easily searchable with digital content

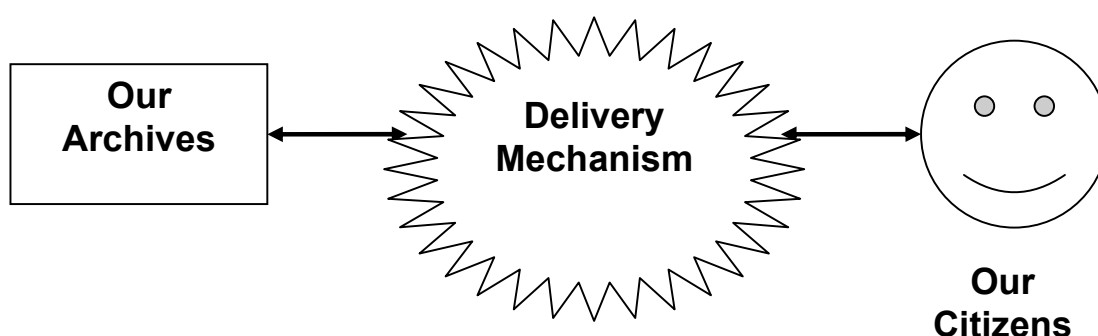
¹³ Taken from Draft ARCW Strategy 2008 - 2010

These facilitators to access are indication that we are witnessing a paradigm shift from:

Passive Consumer → Active Participant

Understanding this shift in the essence of interaction between the user and the archive has enabled ARCW to develop a series of strategies that will promote active participation between a wider range of our citizens and the archive.

ARCW's strategy for promoting active participation, '**Our Archives, Our Citizens**' can be split into three distinct themes, they are 'Our Archives', 'Our Citizens' and Delivery Mechanisms:



- **Our Archives** refer to the collections, the 'raw material' of the strategy and encompass areas such as collection management, preservation and contemporary collecting.
- **Delivery mechanisms** refer to how and by what preferred means the users access the archival collections.
- **Our Citizens** refers to the diverse and multi-cultural citizens of 21st century Wales and beyond.

5.1 Our Archives

5.1.1 Hidden Histories & Collections

The Quantifying Diversity research project report findings suggest that there are collections relevant to minority groups and the disabled that could be enhanced and promoted. Identifying and unlocking these collections is an essential part of 'Our Archives, Our Citizens'. Firstly it will overcome the barrier previously discussed in **Section 4.2.2** re: perception of archives not being relevant to minority groups, secondly it will help reflect the diverse and dynamic society of Wales.

5.1.2 Collection Development

Building on the previous point, any gaps in collections need to be identified and addressed through strategic collection development. The concept of the user as an active participant, contributing to the archive is a major component in this strategic action point. Empowering citizens to contribute content relevant to them is one way that diversity can be mainstreamed into the sector.

5.1.3 Preservation

The importance of preservation to the sector is a given amongst archive professionals, but what is the perception amongst the general public about preservation? In answer to 'how important is it that archives preserve historical items for people to make use of both now and in the future', the non-user survey found that **84%** respondents stated that it was very important, with **10%** stating it was fairly important.

During the 'Ask the People' consultation many users indicated their interest in the processes involved in preserving our national heritage and it was suggested that small workshops and on-line demonstrations (e.g. podcast) could be one way in which this issue could be promoted.

5.1.4 Promoting the Extent of Material

One of the major findings of the non-user survey was the need for citizens to have an idea of the types and extent of material an archive holds. This strategic action point has many connotations; a dynamic item level description catalogue, digital material, promotion of a strong brand identity, creative partnerships and promotion with other organisations and a national strategic marketing strategy for the sector.

It seems an obvious point that in order to facilitate use of archival material, users must first be made aware and have a cursory knowledge of the types of material an archive would possess; this will be done through the implementation of a strong brand identity and a national marketing strategy. It is then essential that they are able to search and locate items within a dynamic, item-level description catalogue, attached to these catalogue entries, the user expects associated digital content.

Action Points:	<ul style="list-style-type: none"> • Identify and promote those existing collections that are relevant to minority groups • Identify and develop a national collection development strategy • Identify and present preservation processes for public consumption • Development of a robust catalogue • Identify and develop a strong brand identity • Development of a national marketing strategy • Identify and develop creative partnerships that promote archives • Development of digital content
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5.2 Our Citizens

The ‘Ask the People’ consultation undertook a national consultation to ask Welsh citizens about their perceptions of archives and how they would like to access archival material in the future. **259** people were consulted from **59** groups and organisations, with an age range of **7 – 83** years over a period of **5** months.

In tandem with this consultation two other commissions were also undertaken by ARCW:

- a ‘Social Computing’ commission to investigate the use of Web 2.0 technology in reaching new audiences for archives.
- ‘Inspiring Learning Through Archives’ – a commission examining the national curriculum in Wales and opportunities for developing learning aids which make use of and engage pupils with archival material.

From these commissions, ARCW now has an evidence base that supports a number of user segments, these are:

- Cultural Tourists
- Current Users
- Disabled Users
- Education Users (Key stage I, II, III)
- Ethnic Minority Users
- Evidential Users
- Family Historians
- ‘Silver Surfers’ & TV Hobbyists
- Users of Social Software
- Welsh Speakers
- Youth Groups

It is important to note that these user segments have local, national and international perspectives. For further details of these user segments please refer to the ‘Ask the People’ and Inspiring Learning Through Archives reports (see Appendix Two Bibliography). In addition to these user segments it is hoped to include in the NADP at a later date research into the following two groups.

- Volunteers
- Higher Education Users.

Action Points:	<ul style="list-style-type: none"> • Based on body of evidence for each user segment begin to develop programmes • Continue consultation process in order to keep research current e.g. Blog • Identify further user segments to be researched and developed
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5.3 Delivery Mechanisms

The ‘Ask the People’ report presented a range of conclusions and a recommendation of a ‘**layered approach**’ to the development of the archive sector. A layered approach is based on the principle that all the layers are required, some broader than others, but taken as a

whole they will facilitate the archival domain to boldly move forward. A layered approach involves:

- A layer of **infrastructure** that facilitates multi-level description and large scale digitisation
- A layer of **archival content** that lends itself to the discovery of hidden histories and collections, whilst presenting the jewels in the Welsh archival crown
- A layer of **users**; active participants adding content and context to the archival collection of Wales
- A layer of simple and intuitive **tools** to help users use and discover their archival heritage
- A layer of **technologies** that support the user as an active participant and provide them with the opportunity to interact with others in their pursuit of discovering archival content
- A layer of **resources** for other professionals; aiding them in their use of archival material, developed by one profession for another
- A layer of **personnel** who can take archives forward into the heart of the community, embedding the ethos of participation and community value
- A layer of **archival professionals** who have the vision to craft the archive sector into the cornerstone of a national collection for Wales.

5.3.1 Infrastructure

Many of the delivery mechanisms discussed in the section will rely on the provision of a multi-level catalogue and associated digital content. Building on Archives Network Wales, ARCW has invested in several commissions that are currently examining the issues surrounding the provision of a national multi-level description catalogue and large-scale digitisation.

5.3.2 Tools

When discussing barriers to accessing archives and probing users how they would like to access archival material in the future, a range of tools were identified. It is worth noting that most of these tools support the proposition of the user as an active participant, with the user contributing content and interacting with archival material.

- **A toolkit for beginners** including
Virtual tours

Low level contextual information both at the archive and online

Case studies

FAQs

Rules and regulations of the archive

Classes at the archive for beginners

- **A user account** using personalisation to keep a record of the user's activity.
- **Access to help** including
 - Surgeries held regularly at archive
 - 'Forum' for beginners both online and at the archive
 - Virtual surgeries – online chat with archivist on specific subjects
 - Notice board – pin up problem and see if anyone can help
 - An A-Z of sources and what they can be used for
 - Contact the Archivist – a list of archivists and specialities that users can contact by email
- **Access to expertise** including:
 - Virtual archivist
 - Online chat with peers
 - FAQs
 - Case Studies
 - Expert surgeries and Pod casts
 - Mini virtual environments for specialist areas and themes
 - Regular events where experts can be accessed
- **E-Commerce** using online ordering systems and user accounts

5.3.3 Technologies

The Social Computing commission has highlighted many technological opportunities available to ARCW to promote and embed archives. These include:

- Social computing technologies
- Virtual environments

- Podcasts
- Wikki/Blogs

5.3.4 Resources

Whilst undertaking the research that underpins 'Our Archives, Our Citizens' a number of resources were identified:

- **Educational Resources**, supporting Key Stage 1 through to post-graduate research.
- **Guide to resources**, showing the extent and types of material our archives hold, supported by various materials and other resources.
- **Case studies**, providing overview of how others have tackled similar problems
- **Virtual tours**, providing tours of archives and look into our past using archival objects
- **Digital content**, providing online access to archival material.
- **Specialist resources** for specialist themes such as family history, local history, special collections etc

5.3.5 Personnel

Outreach is essential in order to take archives into the heart of our community and facilitate access to all the citizens of Wales. Outreach workers are pre-requisite in taking the wealth of archival material Wales has to offer into the community, building links with new and diverse audiences. There are many excellent examples of programmes engaging hard to reach audiences; these can be found in **Appendix 2: Bibliography**.

5.3.6 Archival Professionals

One of the most important delivery mechanisms of 'Our Archives, Our Citizens' are the archivists themselves. The overwhelming conclusion from the ARCW Strategy Day was the desire and the commitment to work together to agree a strategic direction for the sector and to deliver dynamic and diverse services that reflect the citizens it serves.

5.4 Summary

'Our Archives, Our Citizens' consists of three distinct themes, each with multiple key deliverables. In order to aid in distilling this information an Ansoff's Matrix is provided in **Appendix 6**. This marketing tool presents an overview of the new and existing audiences and new and existing products and services.

Action Points:	<ul style="list-style-type: none">• Identify & develop the infrastructure to facilitate a multi-level catalogue• Identify & develop the infrastructure to facilitate large-scale digital content• Develop a range of tools to aid the user in their use of archival resources• Implement a range of technologies that support the user as an active participant• Develop a series of resources that support our citizens and other professionals in using archival material• Develop a group of outreach personnel that can take archives to the heart of our community• Ensure the continued strategic development of the sector by ARCW• Develop tools to aid archivists to work together with colleagues and across sectors with other professionals
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Section 6: Action Plan & Conclusions

This section presents the Action Plan for 'Our Archives, Our Citizens' based on the evidence and action points of the report. It concludes by identifying the need for the NADP to align to ARCW's overarching strategic agenda.

There are **44** action points detailed in this report. These points have been refined and split into **5** categories in order to produce an Action Plan:

- Citizens

- Archives
- Delivery Mechanisms
- Promotion & PR
- Processes

Each of these categories contains **Key Action Points**, with detailed short, medium and long term objectives. The Action Plan is detailed in **Appendix 7: Action Plan**.

The Action Plan has been devised with a number of key influences, namely ARCW's own strategic agenda, the political environment in which the sector resides and the funding implications for future programmes.

Due to the ever changing landscape within which the NADP has been created, it is recommended that an annual or bi-annual plan is developed by ARCW based on the recommendations of this NADP and its other research commissions. This will ensure that ARCW prioritises and aligns funding opportunities based on its corpus of evidence to date.

'Our Archives, Our Citizens' is a roadmap for the development of the archive sector in Wales: it is as diverse and dynamic as the citizens it will serve and brings the ethos of 'access for all' one step closer.

Andrea Johnson
25th January 2008

Please do not hesitate to contact the consultant should you require further details or clarification of any point.

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Appendix 1: SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Staff – Specialist; experienced; trained; knowledgeable; committed to their work & to providing good quality services; enthusiastic; helpful. 	<ul style="list-style-type: none"> • Building – Existing building/s not fit for current operation let alone future developments
<ul style="list-style-type: none"> • The Collection – Unique primary documents; primary historical information; important as evidence of transactions; valuable part of shared heritage 	<ul style="list-style-type: none"> • Image/Profile – Lack of public awareness of archives in general plus role, relevance, contents & potential of Record Offices.
<ul style="list-style-type: none"> • Free Service – Substantially free service 	<ul style="list-style-type: none"> • Lack of Resources – In terms of staff, equipment, funding for conservation, funding to undertake initiatives that would benefit the archives & the public
<ul style="list-style-type: none"> • Existing User Satisfaction – PSQG shows high levels of service and satisfaction amongst existing users 	<ul style="list-style-type: none"> • Inconsistency – In provision and service across Wales
<ul style="list-style-type: none"> • ARCW's Strategic Planning & Implementation – national initiatives and research 	<ul style="list-style-type: none"> • Finding Aids & Digitisation – No item-level online catalogue with corresponding digital objects that the public would expect
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • CyMAL Funding 	<ul style="list-style-type: none"> • Lack of Resources – Including financial pressures in local government, & archives seen as low priority
<ul style="list-style-type: none"> • New Technology – Online catalogues, social computing 	<ul style="list-style-type: none"> • Poor Marketing – Marketing, if any, in a prescribed way leading to stifling of initiatives, wrong image or unrealistic expectations for non users
<ul style="list-style-type: none"> • Joint/Partnership Working – both within the sector as per strategy day and cross domain opportunities 	<ul style="list-style-type: none"> • General Apathy – Lack of interest by current non users and by some within the sector

<ul style="list-style-type: none"> • Increased Media Interest – eg WDYTYA, resulting in heightened public awareness & improved perceptions. 	<ul style="list-style-type: none"> • No overarching aims, objectives and strategies
<ul style="list-style-type: none"> • WAG - political agenda to make culture more explicit and new minister for heritage interested in new connections and partnerships 	<ul style="list-style-type: none"> • Other services in heritage sector are more visible and accessible to general public
<ul style="list-style-type: none"> • ArchifauCymru-ArchivesWales – funding and marketing opportunity 	<ul style="list-style-type: none"> • Lack of awareness within LA, non-users and other professions



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<http://wales.gov.uk/strategy/910682/one-wales/one-wales.pdf?lang=en>

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<http://new.wales.gov.uk/about/departments/dlhc/localgovculturepubs/CSpublications/CreativeFuture?lang=en>

Statistical Data:

Wales's Population: A Demographic Overview 1971 – 2005 (2007)

Statistical Directorate, Welsh Assembly Government

Health Statistics Wales 2007 (2007)

Statistical Directorate, Welsh Assembly Government

Wales in Figures 2007 (2007)

Statistical Directorate, Welsh Assembly Government

Welsh language:

Welsh language Act 1993

[Online], Accessed 14th January 2007 Available from the World Wide Web

http://www.opsi.gov.uk/acts/acts1993/Ukpga_19930038_en_1.htm

Welsh Assembly Government Welsh language Scheme 2007

[Online], Accessed 14th January 2007 Available from the World Wide Web

<http://wales.gov.uk/depc/publications/welshlanguage/languagescheme/scheme/consultreporthe.pdf?lang=en>

The Welsh language Use Survey (2004)

[Online], Accessed 29th October 2007 Available from the World Wide Web

<http://www.bwrdd-yr-iaith.org.uk/cynnwys.php?cID=&pID=109&nID=2122&langID=2>

Welsh Examples of Reaching Hard to Reach Audiences

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[Online], Accessed 22nd November 2007 Available from the World Wide Web

<http://ww.bodelwyddan-castle.co.uk>

The Newport Ship Project

[Online], Accessed 22nd November 2007 Available from the World Wide Web

<http://www.newport.gov.uk/communitymemories>

The Egypt Centre Volunteer Program

[Online], Accessed 24th October 2007 Available from the World Wide Web

<http://www.swan.ac.uk/egypt/Widen.htm>

Cardiff Library Ethnic Services Librarian:

[Online], Accessed 22nd November 2007 Available from the World Wide Web

<http://www.cardiff.gov.uk/libraries>

The Ark Youth & Community Project

[Online], Accessed 24th October 2007 Available from the World Wide Web

<http://www.thearkyouthandcommunityproject.org.uk/>

Appendix 3: Questionnaire to Archives & Record Offices

Questions on Monitoring

1. Do you carry out new user monitoring?
2. Do you have a signature book for visitors?
If yes, do you analyse the results e.g. Repeat visits or regular visitors
3. Do you carry out Post Code analysis? E.g. Where your visitors come from.
4. Do you perform analysis on what information users are looking for in the archives? E.g. Birth certificates, A will etc.
5. Do you carry out analysis on the type of people visiting your record office/ archive? E.g. Formal learners, family historians, land arguments etc.
6. Do you monitor user numbers?
If so, have you perceived any pattern in visitor numbers? E.g. Numbers growing or falling
Any ideas why the numbers are growing or falling?
7. Do you or have you carried out any monitoring of how long visitors stay in the record office/archive? E.g. Half an hour, one hour, two hours etc.
8. Do you monitor the number of postal and e-mail enquiries you receive?
If yes, do you monitor response times?

9. Do you monitor usage of your website?

Questions on Groups or Classes

1. Do you hold sessions for groups e.g. Women's Institute, Historical Societies, Merched y Wawr etc?
If yes, do you set aside a specific day for groups?
2. Do you hold any formal classes? E.g. In or for universities, schools, colleges etc.
If yes, who do you hold classes for?

Images of Archives

1. How do you feel record offices, archives and archivists are viewed by the outside world? E.g. Fun, interesting, fuddy duddy etc
2. Do you feel record offices, archives and archivists are recognised for what they do

Flying the Flag

1. What do you do in your office which you are really proud of? It can be anything.

Profile Raising

1. Have you carried out any type of profile raising in your area? E.g. Sent out leaflets, articles in newspapers etc.
If yes, what was it you did?

Working Together

1. Have you done any partnership working?
2. Does your office take part in any local history fairs?

Appendix 4: Ansoff's Matrix

NEW	<p>Market extension</p> <ul style="list-style-type: none"> • Cultural Tourists • Current Users • Disabled Users • Education Users (Key stage I, II, III) • Ethnic Minority Users • Evidential Users • Family Historians • 'Silver Surfers' & TV Hobbyists • Users of Social Software • Welsh Speakers • Youth Groups • Volunteers • Higher Education Users 	<p>Diversification</p> <ul style="list-style-type: none"> • Outreach Personnel • Utilisation of technologies and tools to reach hard to reach audiences • National user monitoring • Remote user monitoring • Provision of multi-level catalogue and associated digital content • Working together more within the sector • Seeking partnerships and opportunities outside the sector
	EXISTING	NEW
SERVICES/PRODUCTS		

Appendix 5: 'Our Archives, Our Citizens' Action Plan.

Successful outcomes from Action Plan are dependent upon ARCW developing a formal engagement strategy that:

- Prioritises audience segments for action
- Prioritises proposed projects and programmes of activity
- Assigns responsibility for delivery of specific action points, projects and programmes at local and regional archive levels
- Formalises agreement process for action points, projects and programmes by all parties to ensure commitment
- Formalises a review and evaluation process that captures lessons from projects, including those things that do not work

Objective	Short-term actions (12 months)	Medium-term actions (2-3 years)	Long-term actions (3-5 years)
Citizens			
Develop a formal learning strategy & resources supporting primary and secondary school curricula in Wales	<ul style="list-style-type: none"> • Use evidence and recommendations from 'Inspiring learning through Archives' to devise a strategy • Apply for CyMAL funding to implement pilot programmes 2008/2009 • Review strategy at year end and adjust as necessary 	<ul style="list-style-type: none"> • Implement and monitor phases of strategy • Evaluate pilot projects and adjust strategy as necessary • Build formal partnerships with organisations to ensure strategy is aligned to aims of education sector 	<ul style="list-style-type: none"> • Evaluate strategy and progress to date • Adjust strategy and set goals for next 3-5 years • Embed archives as a learning resource in schools
Develop a higher education strategy & resources	<ul style="list-style-type: none"> • Apply for CyMAL funding to commission research 2008/2009 • Use evidence and recommendations from research to devise a strategy 	<ul style="list-style-type: none"> • Implement and monitor phases of strategy • Build formal partnerships with organisations to ensure strategy is aligned to aims of HE sector 	<ul style="list-style-type: none"> • Evaluate strategy and progress to date • Adjust strategy and set goals for next 3-5 years • Embed archives as a learning resource in HE

Identify & develop programmes for ethnic minority groups	<ul style="list-style-type: none"> • Use evidence and recommendations from 'Ask the People' and 'Quantifying Diversity' to identify opportunities, partnerships and potential funding streams for development programmes 	<ul style="list-style-type: none"> • Apply for funding for programmes • Implement and monitor phases of programmes • Disseminate good examples to other communities identified for engagement 	<ul style="list-style-type: none"> • Evaluate progress to date • Set goals for next 3-5 years
Identify & develop programmes for people with disability & long-term illness	<ul style="list-style-type: none"> • Use evidence and recommendations from 'Ask the People' and 'Quantifying Diversity' to identify opportunities, partnerships and potential funding streams for development programmes • Build formal and informal partnerships, particularly with regional and national government • Develop a 'bank of ideas' for projects 	<ul style="list-style-type: none"> • Apply for funding for projects and programmes • Implement and monitor phases of projects and programmes 	<ul style="list-style-type: none"> • Evaluate progress to date • Look to develop wider initiatives and outreach projects • Review Ideas Bank • Set goals for next 3-5 years
Identify and develop programmes based on the evidence for each user segment	<ul style="list-style-type: none"> • Use evidence and recommendations from all commissions to identify opportunities, partnerships and potential funding streams for development programmes 	<ul style="list-style-type: none"> • Apply for funding for programmes • Implement and monitor phases of programmes 	<ul style="list-style-type: none"> • Evaluate progress to date
Identify opportunities to develop new programmes in partnership for specific user segments	<ul style="list-style-type: none"> • Use evidence and recommendations from all commissions to identify partnership opportunities and potential funding streams for development programmes • Build upon existing partnerships 	<ul style="list-style-type: none"> • Develop relevant innovative partnerships in line with other Action Plan objectives 	<ul style="list-style-type: none"> • Evaluate progress to date • Identify partnership opportunities for the next 3-5 years

Identify and research additional user segments	<ul style="list-style-type: none"> Identify user segments that require research e.g. Volunteers 	<ul style="list-style-type: none"> Apply for funding to research user segments 	<ul style="list-style-type: none"> Based on research implement and monitor programmes
In order to keep corpus of evidence up to date, continue consultation process.	<ul style="list-style-type: none"> Identify ways to keep up to date with user views e.g. Blog on ANW 	<ul style="list-style-type: none"> Analyse and update corpus of evidence 	<ul style="list-style-type: none"> Evaluate progress to date and update corpus of evidence
Archives			
<ul style="list-style-type: none"> Identify and develop a national collection development strategy 	<ul style="list-style-type: none"> Identify how this can be discussed within the archive sector Identify how and by whom it will be drafted 	<ul style="list-style-type: none"> Apply for funding to enable strategy development Implement consultation process Procure commission to draft strategy 	<ul style="list-style-type: none"> Implement phases of strategy Evaluate progress to date Set goals for next 3-5 years
<ul style="list-style-type: none"> Identify and promote hidden histories and collections that appeal to both mainstream and minority groups* 	<ul style="list-style-type: none"> Identify how this can be discussed within the archive sector Identify programme opportunities to link this activity with 	Identify and implement mechanisms that can mainstream this activity	<ul style="list-style-type: none"> Evaluate progress to date
<ul style="list-style-type: none"> Develop collaborative tools that aid archivists to work together with colleagues and across sectors with other professionals 	<ul style="list-style-type: none"> Identify how this can be delivered within the archive sector e.g. Blog/Wiki Identify how this can be delivered outside the archive sector to other professionals 	<ul style="list-style-type: none"> Implement mechanism for inside archive sector Implement mechanism for outside archive sector 	<ul style="list-style-type: none"> Evaluate progress to date
<ul style="list-style-type: none"> Ensure the continued strategic development of the sector by ARCW 	<ul style="list-style-type: none"> Apply for CyMAL funding to commission publication and promotion of ARCW Strategy 2008 - 2010 Continue strategic overview of sector 	<ul style="list-style-type: none"> Implement ARCW strategy 2010 review strategy and devise 2011- 2013 	<ul style="list-style-type: none"> Evaluate 2011 – 2013 strategy and devise 2014-2016 strategy
<ul style="list-style-type: none"> Identify and promote the importance of preservation and its associated processes* 	<ul style="list-style-type: none"> Identify how this can be discussed within the archive sector Identify programme 	<ul style="list-style-type: none"> Identify and implement mechanisms that can mainstream this activity 	<ul style="list-style-type: none"> Evaluate progress to date

NB: * denotes dual entry	opportunities to link this activity with other cultural bodies such as museums		
Delivery Mechanisms			
<ul style="list-style-type: none"> Identify and develop the infrastructure to facilitate users active participation and contribution 	<ul style="list-style-type: none"> Use evidence and recommendations from all commissions to identify opportunities, partnerships and potential funding streams for development of infrastructure 	<ul style="list-style-type: none"> Apply for funding for infrastructure development Implement and monitor phases of infrastructure development 	<ul style="list-style-type: none"> Evaluate progress to date Set goals for next 3-5 years
<ul style="list-style-type: none"> Identify and develop the infrastructure to facilitate large-scale digitisation 	<ul style="list-style-type: none"> Use evidence and recommendations from all commissions to identify opportunities, partnerships and potential funding streams for development of infrastructure to facilitate large-scale digitisation 	<ul style="list-style-type: none"> Apply for funding for infrastructure development to facilitate large-scale digitisation Implement and monitor phases of infrastructure development 	<ul style="list-style-type: none"> Evaluate progress to date Set goals for next 3-5 years
<ul style="list-style-type: none"> Identify and develop the infrastructure to facilitate mutli-level description & cataloguing 	<ul style="list-style-type: none"> Use evidence and recommendations from all commissions to identify opportunities, partnerships and potential funding streams for development of infrastructure to facilitate multi-level description catalogue 	<ul style="list-style-type: none"> Apply for funding for infrastructure development to facilitate multi-level description catalogue Implement and monitor phases of infrastructure development to facilitate multi-level description catalogue 	<ul style="list-style-type: none"> Evaluate progress to date Set goals for next 3-5 years
<ul style="list-style-type: none"> Develop a range of tools to aid the users in their use of archives 	<ul style="list-style-type: none"> Use evidence and recommendations from all commissions to identify opportunities, partnerships and potential funding streams for development of tools 	<ul style="list-style-type: none"> Apply for funding for development of tools Implement and monitor 	<ul style="list-style-type: none"> Evaluate progress to date Set goals for next 3-5 years
<ul style="list-style-type: none"> Implement a range of technologies that support the 	<ul style="list-style-type: none"> Use evidence and recommendations from all 	<ul style="list-style-type: none"> Apply for funding for development of 	<ul style="list-style-type: none"> Evaluate progress to date Set goals for next 3-5

user as an active participant	commissions to identify opportunities, partnerships and potential funding streams for development of technologies	technologies <ul style="list-style-type: none"> • Implement and monitor 	years
<ul style="list-style-type: none"> • Develop a range of resources that support users and other professionals in using archival material 	<ul style="list-style-type: none"> • Use evidence and recommendations from all commissions to identify opportunities, partnerships and potential funding streams for development of resources 	<ul style="list-style-type: none"> • Apply for funding for development of resources • Implement and monitor 	<ul style="list-style-type: none"> • Evaluate progress to date • Set goals for next 3-5 years
<ul style="list-style-type: none"> • Develop a group of outreach personnel that take archives to the heart of the community 	<ul style="list-style-type: none"> • Use evidence and recommendations from all commissions to identify opportunities, partnerships and potential funding streams for development of outreach personnel 	<ul style="list-style-type: none"> • Apply for funding for programmes • Implement and monitor phases of programmes 	<ul style="list-style-type: none"> • Evaluate progress to date • Set goals for next 3-5 years
<ul style="list-style-type: none"> • Make archives and all associated tools and resources accessible via the Internet 	<ul style="list-style-type: none"> • Use evidence and recommendations from all commissions to identify opportunities, partnerships and potential funding streams for internet development 	<ul style="list-style-type: none"> • Interim re-design of ANW • Apply for funding for Archifau Cymru- Archives Wales programme 	<ul style="list-style-type: none"> • Implement Archifau Cymru- Archives Wales programme • Set goals for next 3-5 years
<ul style="list-style-type: none"> • Identify and develop a range of resources, technologies and tools that support users in their use of the Welsh language 	<ul style="list-style-type: none"> • Use evidence and recommendations from all commissions to identify opportunities, partnerships and potential funding streams for development of tools, resources and technologies that support users in their use of Welsh Language 	<ul style="list-style-type: none"> • Apply for funding and seek partnerships for development of tools, resources and technologies that support users in their use of Welsh Language e.g. Welsh Language Board • Implement and monitor phases of programmes 	<ul style="list-style-type: none"> • Evaluate progress to date • Set goals for next 3-5 years

Promotion & PR			
<ul style="list-style-type: none"> Develop a National Marketing Strategy and Toolkit 	<ul style="list-style-type: none"> Based on Marketing Commission discuss remit for further commission 	<ul style="list-style-type: none"> Apply for funding to devise national marketing strategy and toolkit Procure commission to draft strategy and devise toolkit 	<ul style="list-style-type: none"> Implement strategy and toolkit Evaluate progress to date Set goals for next 3-5 years
<ul style="list-style-type: none"> identify and develop a strong brand identity 	<ul style="list-style-type: none"> Identify how this can be discussed within the archive sector 	<ul style="list-style-type: none"> Based on Marketing Commission link into activity for national marketing strategy and toolkit 	<ul style="list-style-type: none"> Implement strategy and toolkit Evaluate progress to date Set goals for next 3-5 years
<ul style="list-style-type: none"> Identify and promote hidden histories and collections that appeal to both mainstream and minority groups* 	<ul style="list-style-type: none"> Identify how this can be discussed within the archive sector Identify programme opportunities to link this activity with 	<ul style="list-style-type: none"> Identify and implement mechanisms that can mainstream this activity 	<ul style="list-style-type: none"> Evaluate progress to date Set goals for next 3-5 years
<ul style="list-style-type: none"> Use ANW to promote rising popularity in family history and make links with associated sources and partners 	<ul style="list-style-type: none"> Apply for CyMAL funding for interim redesign of ANW 2008/2009 	<ul style="list-style-type: none"> Redesign of ANW making resources and links available for family history and other popular subjects. 	<ul style="list-style-type: none"> Implementation of Archifau Cymru-Archives Wales Set goals for next 3-5 years
<ul style="list-style-type: none"> Identify and promote the importance of preservation and it's associated processes* 	<ul style="list-style-type: none"> Identify how this can be discussed within the archive sector Identify programme opportunities to link this activity with 	<ul style="list-style-type: none"> Identify and implement mechanisms that can mainstream this activity 	<ul style="list-style-type: none"> Evaluate progress to date Set goals for next 3-5 years
<ul style="list-style-type: none"> Identify and develop creative partnerships that promote archives 	<ul style="list-style-type: none"> Use evidence and recommendations from all commissions to identify partnership opportunities and potential funding streams for development 	<ul style="list-style-type: none"> Begin to develop creative partnerships 	<ul style="list-style-type: none"> Evaluate progress to date Set goals for next 3-5 years

	of archives		
Processes			
Identify and develop a national methodology for recording visitor information	<ul style="list-style-type: none"> Identify how this can be discussed within the archive sector 	<ul style="list-style-type: none"> Apply for funding Procure a commission to research and draft methodology. 	<ul style="list-style-type: none"> Introduce national methodology for recording visitor information
Research & implement a Web analytical tool for ANW	<ul style="list-style-type: none"> Identify how this can be implemented and what options are available 	<ul style="list-style-type: none"> Implement web analytical tool Begin to monitor and analyse remote users Make recommendations to introduce national implementation based on experience to date 	<ul style="list-style-type: none"> Evaluate progress to date
Research and identify possible web analytical tools for national implementation	<ul style="list-style-type: none"> Identify how to undertake an audit of archive services web provision 	<ul style="list-style-type: none"> Based on ANW experience, web too recommendation 	<ul style="list-style-type: none"> Evaluate progress to date