National Strategy for Business Archives (England & Wales)

Draft

January 2009

National Strategy for Business Archives

Contents

National Strategy for Business Archives

1. Executive summary

Business archives and society

Britain was the birthplace of the Industrial Revolution and the historical records of British businesses provide crucial commentary not only on Britain's economic, political and social development, but also on that of many countries around the world.

The lessons of business success and failure inform the thinking of current business leaders and can drive competitive advantage in the new global economy. Socially and culturally, business is inclusive; it drives and funds national and local economies, touching the lives of all British citizens whether they are business employees or consumers. Business success and failure also defines communities – economically and physically - and consequently the people of those communities. It is critical for social cohesion and cultural identity that the business legacy is neither forgotten, nor captured only in transient human memory.

The business archive collections that survive capture only a fraction of the record of British business history, under-representing the wide range of commercial and industrial activity; and are often inaccessible because they are complex, un-catalogued, or reside within the private enterprises that own them. Many enterprises are unaware of the value of their archives and routinely destroy them.

What are business archives?

- Business archives can be documents, films, photographs, oral testimonies, adverts, electronic records which have passed out of current use

- Business archives are created as part of everyday work

- Business archives capture knowledge and experience of working for a company

- Business archives are unique to every individual company

Why do companies manage their archives?

Around one quarter of FTSE 100 companies, and many private companies employ professional archivists to actively exploit their business records. Why?

Growth	Archives can be used in marketing and customer relations to increase brand knowledge and awareness. Archives have direct commercial value as a source of new product innovation – they are literally full of ideas that can be re-discovered and re-packaged for today's market, delivering authentic "classic", "retro" and "vintage" style.
Differentiation	Every company is unique – with its own story of achievement, company culture, reputation, products and people. Telling a company's story - through product literature, websites and employee induction materials - can

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create the kind of loyalty and pride that in tough markets leverage a real competitive advantage.

Protection   The archive is the business "memory" - holding knowledge and evidence of commercial activities, forgotten when people move on. Archives can provide evidence against litigation, trademark infringement, or assault on reputation. More routinely, they are an unparalleled source of management information.

Exposure to the corporate "memory" shows today's employees, from boardroom to shop floor, that a company has already weathered political and economic uncertainties, technological and organisational change, growth and recession. Whatever the business, whatever the sector, by keeping archives companies capture today's experience, knowledge and company know-how for tomorrow's management team. It's a powerful tool, which is company-generated as part of day-to-day business activity.

How do companies exploit their archives?

The great appeal of business archives is that they can be used in so many ways to support a business. The information contained in routine business records such as minute books, accounts, strategic plans, product literature and packaging, adverts, and photographs are translated by skilled archivists into brand and product histories, innovative ideas for business development, PR, display and point of sale materials, induction presentations, legal evidence etc. And archivists have a dual qualification in modern records management so will ensure that record keeping across a business is both compliant and efficient.

National Strategy

Implementation of this national strategy for business archives will raise the profile of these archives, ensuring that they are utilised by business and researchers alike and that future collections are more representative of economic activity. Strategy implementation will:

1. promote the commercial value of archives to the business community, encouraging wider and better business sector management of archives

2. recognise national centres for business archives, and through appropriate schemes encourage improved care and management of such archival collections

3. establish effective networks and partnerships between archivists in the public and private sector; and other specialists responsible for the management and exploitation of business archives

4. improve the capacity and status of business archivists and business collections through better leadership, education and professional training.

National Strategy for Business Archives

2. Scope

This strategy makes recommendations for business archives in the public and private sector in England and Wales. It does not specifically cover business archives in the rest of the UK, but principles should be transferable.

It addresses archives held and used as commercial assets by companies in the private sector. It also covers the archives of companies (some defunct) held in local authority, university and community archives, libraries and the museums sector (national, local and independent).

Additionally, the strategy targets historical records located within businesses but currently neglected as commercial assets, and which are routinely destroyed despite their potential value to the business, or eventually to researchers. Similarly, archives that become vulnerable when businesses come under new ownership or are relocated are considered.

Definitions: -

- Business is commercial or industrial activity: manufacturing or trading or supplying goods and services (usually) for profit. Businesses can be large (e.g. FTSE-listed), or small and medium size enterprises, and can be privately or publicly funded.

- Records and archives are the physical evidence of business activity-created, received, and maintained as evidence and information[1] - and exist in a variety of media formats including paper, digital and audio-visual.

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[1] See ISO 15489-1:2001(E)

3. Strategic goals

To promote, manage and exploit the archival legacy of British business by:-

    I.   raising awareness among businesses of the value of their records and archives, and providing guidance and support from the professional archive community

    II.   increasing the number of corporate sector business archives and of business collections in public sector repositories

    III.   raising the profile of business records with the public, and throughout the national archival network, while promoting wider usage and exploitation

    IV.   raising standards in the care of business archives through best practice exemplars, professional training and an improved funding and support infrastructure.

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4. Strategy context and background

i. Business context

Analysis of recent Department for Business, Enterprise and Regulatory Reform data gives an insight into the structure of the UK business community, and can be used to ensure that the strategy is targeting the most appropriate and representative sections of British business.

There are approximately 4.5 million private sector enterprises in the UK, of which 3.3 million have "no employees" (i.e. consist of sole proprietors). This strategy is targeting the remaining 1.2 million enterprises that have employees, broken down in the traditional classification of large (over 250 employees), medium (50-249 employees), small (10-49) and micro (1-9 employees) enterprises.

The data [see appendix 10.1] shows that as company size grows so does the number in employment, and economic value. Focusing implementation of the strategy on large enterprises would capture around 48% of the number of people in employment and over 52% of the turnover generated in the private sector. Extending this to encompass medium and small sized enterprises increases coverage to 80% of the number of people in employment and 84% of turnover generated respectively.

While the strategy focuses on large businesses, where many in-house corporate archives exist, it also addresses medium and small businesses. This targets the key players; but it also captures businesses that are large in terms of economic contribution, but small in terms of employee size (an increasing phenomenon of modern business in the 'knowledge sector' as well as traditional industries where fewer people are employed as non-core activities are outsourced).

ii. Cultural and professional context

Policy background

In 2003 the Archives Task Force published *Listening to the Past, Speaking to the Future*, which included a recommendation for a national strategy for business archives for England and Wales.

In January 2004, Sir Nicholas Goodison delivered a report to the Treasury entitled *Securing the Best for our Museums. Private Giving and Government Support.* The report was wide-ranging and covered galleries, libraries, and record offices; there were also implications for corporations. The report stated:

> *"The risks to important business archives are particularly acute. Many companies conserve their archives professionally….other companies are more careless about these important historical records"*.

The report recommended that the Inland Revenue issue a statement of practice making it clear that companies could include the care and conservation of their business archives, and the cost of providing access to them, in their costs *before*

the calculation of corporation tax. This has now been reflected in Her Majesty's Revenue and Customs' Guidance. [2]

Funding and investment

Since 1994, the Heritage Lottery Fund (HLF) has awarded £151m to 466 projects in archives with 55 awards totalling around £21m in the last financial year. [See Appendix 10.2 for breakdown]. Recent examples of business archives projects include Documenting the Workshop of the World, Pay and Power, The Works, Yorkshire Made, and Made in Suffolk. HLF grants are awarded to predominantly public sector institutions (including community archives), but are available to private sector archives working in collaboration with public sector partners to create a resource with demonstrable public benefit.

The National Cataloguing Grants Programme for Archives is another source of funding for public sector business records collections. The scheme is currently funded by a consortium of charities including The Pilgrim Trust, Foyle Foundation and Wolfson Foundation (and administered by The National Archives) and has secured £1.3m in project funding for archive cataloguing over the next 5 years.

Other independent funding opportunities are available and in the university sector, for example, 54% of university archives with business collections acquired external funding for them, with a third of these sponsors coming from the corporate sector. [See Appendix 10.3].

Cultural partnerships

In April 2000 the Museums Libraries and Archives Council (MLA) was launched as a non-departmental public body sponsored by the Department for Culture, Media and Sport. It is the strategic body for the combined cultural sector in England, encouraging collaborative thinking, research and funding. Its aim is to raise professional standards and champion better services predominantly in the public sector. In 2004, CyMAL: Museums Archives and Libraries Wales was established as a policy division of the Welsh Assembly Government. CyMAL's role is to provide policy making advice to the Minister for Heritage and to support the development of museums, archives and libraries in Wales.

In July 2008 MLA announced the publication of a report *Public Libraries, Archives and New Development: A Standard Charge Approach* which will help local authorities ensure that the right planning guidance is in place to raise funds for libraries and archives as UK towns and cities develop further.

National and international perspective

Within Europe there are differences in the ways in which business archives are treated. The Danish National Business Archive (established 1948), the Central Archives for Finnish Business Records (established 1981) and the collection of key business archives held by the National Archives in Norway follow a centralised approach. In France a central business archive – *Le Centre des*

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[2] BIM42501 - Specific deductions: administration: business archives. See HMRC website

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Archives du Monde du Travail - was opened in 1993 and in Germany and Sweden there are a number of successful, long-standing regional business archives. International co-operation in business archives has also begun to increase through the efforts of the International Council on Archives, which has a separate Section on Business and Labour Archives.

In Scotland, the National Archives of Scotland, the Business Archives Council of Scotland and the University of Glasgow, have since 1977, worked in partnership to fund a records surveying officer with responsibility for liaising with private sector businesses in a research and advisory capacity. The Scottish Business Archive at the University of Glasgow is a *de facto* national business archive repository (although it receives no governmental funding). It contains the largest dedicated collection of business records in the United Kingdom.

The national strategy for business archives: England and Wales

The strategy has been funded by a consortium of interested bodies:- The National Archives, Business Archives Council, Society of Archivists, Museums, Libraries and Archives Council, the Welsh Assembly Government through CyMAL, Economic History Society, and Association of Business Historians. It was developed by archives consultancy Logan McCabe Ltd under the direction of a monitoring group established by the main funding bodies.

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5. Current status review

In England and Wales there is no unified approach to managing business records [see Appendix 10.4 for historical development] and very limited statutory requirements to maintain business archives. Archives are maintained formally in both private and public repositories, and informally by individuals, community groups and within companies.

5.1. Corporate archives sector

Around 25% of FTSE 100 companies have in-house archives and/or records management teams. These companies have recognised and are reaping the benefits to corporate identity and compliance, innovation, and employee and customer engagement that archive management can bring. These teams are relatively new to the corporate landscape and have developed differently – with some heads of repositories having responsibility for archives, museum and art collections, libraries, (electronic) records management programmes and records centres. The small size of the profession and the diversity of roles make comparisons and assumptions about the sector difficult, though careers in corporate archives are attractive as they generally offer higher remuneration than the public sector, and scope for more entrepreneurial ways of working. Corporate archivists' views on the sector were captured at a professional conference in 2007. [See Appendix 10.5]

5.2. The National Archives

The National Archives has major holdings of business records largely generated by British industries nationalised in the 20th century, though acquisition of private sector business records is beyond its statutory duty. The National Archives, in conjunction with other bodies, provides leadership advice and support to the UK's network of archival repositories, and its unique resource – The National Register of Archives – has an on-line index to historical records of British businesses deposited in public repositories or remaining in private hands.

Wales does not currently have a separate national archives. While the National Library of Wales does not normally collect business records, it is willing to act as a repository of last resort if important Welsh records of this kind are at risk.

5.3. Local authority archives

There are 127 county and city archives in England and Wales, forming an established regional network of repositories, many of which have significant collections of business archives. There are high concentrations within the industrial cities of the Midlands and the North of England, with the City of London Corporation's Guildhall Library and London Metropolitan Archives managing the largest single collection of business archives in England and Wales.

While the majority of extant business archives are located in local authority archives, many offices have resourcing and collections management issues. In response to an on-line questionnaire in 2008, members of the Association of Chief Archivists in Local Government (ACALG) expressed concerns about cataloguing backlogs, low usage of collections, the voluminous nature of existing

and potential collections and lack of in-house expertise in managing business archives. Local authority archives have a key role in the current and future preservation of business records, and need support to overcome these issues, if they are to satisfy the growing public interest in business collections.

5.4. University archives

In 2007, The National Archives sent a questionnaire to universities in England to find out about their business archives collections. Thirty-six responded, of which twenty-eight had business collections.

The data shows that the university sector is active in collecting business records/archives and successful in securing funding from third parties. Among universities with business collections, 54% have secured funding for collections management from external sources, 41% of the donations coming from the corporate sector (usually the parent companies), although the latter figure does not represent the financial value of donations. These university archives are also successful in using business records to further the teaching and research agenda of their universities, and for training and outreach purposes. [Feedback is captured in Appendix 10.3]

5.5. National, local and independent museums

National and large regional museums and libraries hold significant business collections. For example, The National Museum of Science and Industry and the V&A are repositories for the archives of business sectors such as railways and design and fashion. The museums sector has good relations with trade and industry, and regional development agencies, and many exhibitions attract sponsorship from business because of the advertising and marketing opportunities they deliver. In addition there is executive liaison between the professions as the Chief Executive of The National Archives is a member of the National Museum Directors' Conference.

5.6. "Subject" and community archives

There is a growing number of community, geographic or subject-based archives holding business records in England and Wales. These collections often exist outside the professional archive sector and may be managed by associated specialists such as information managers, or volunteers and community champions. They are recognised as significant contributors to the business archives network, and are often particularly rich in audio-visual and oral testimonies, as they illustrate an employee-led experience of working for a business (as opposed to the more formal company-led structure of business records). These business collections may lack the professional support and funding available to more traditional or established collecting institutions.

5.7. Professional training

There are seven courses in the UK and Republic of Ireland awarding post-graduate degrees in archives and records management – Aberystwyth, Dundee, Glasgow, Liverpool, Northumbria, University College London, and University College (Dublin). Of these courses two have discrete business archives modules

taught by practitioners from the corporate sector. The modules are taught on a voluntary basis with nominal fees.

The courses inevitably have to concentrate on training students in generic rather than sector-specific archival skills and consequently there is a real need to support and strengthen the development of those dealing with business archives after qualification, particularly when they may be faced with challenges posed by highly technical records or are based in collecting institutions which may lack relevant expertise in business archives.

Practising professionals have expressed concern that newly-qualified archivists lack skills and confidence in managing and exploiting business records and there is clearly a need for access to more specialised training in this area.

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6. Strategic risk

6.1. Vulnerability of business archives

i. **Rarity of professional teams**
Only a tiny minority of British companies employ professional archivists and records managers to manage their records so that destruction decisions are often taken by other company employees untrained in record-keeping.

ii. **Failing business**
Other than ad hoc rescue work there is currently no systematic provision or guidance at national or local level for the records of failing businesses.

iii. **Statutory limitations**
There is no legislative requirement to keep records of historical interest even though they deliver cultural and socio-economic memory for future generations. Companies routinely destroy them, as they are often perceived as a liability to store, and to make available for legal discovery. Also the Data Protection Act is often misinterpreted as an instruction to destroy any records that contain personal data.

iv. **Provision for 21st century companies**
There is no clear picture of how the records of new companies are being managed including university start-ups and internet-based companies.

v. **Electronic records**
While paper documentation of 19th and 20th century companies can be managed retrospectively by appointed archive professionals, the electronic legacy generated in the recent past defies retrospective management and there is a serious risk of loss of born-digital company records of archival value.

6.2. Corporate archives sector sustainability

i. **Economic recession**
Economic downturn may result in lack of investment or closure of corporate archives. There is no provision in the national archive network specifically to deal with corporate archives which are not sustained.

ii. **Globalisation, mergers, acquisitions, private equity buy-outs, organisational change and relocation**
These events threaten the operation of a corporate archive, which may not be perceived as a core business activity.

iii. **Low awareness of the value of business archives to companies**
Only a tiny percentage of British companies use their records to gain competitive advantage. Records are disposed of because their value is unseen.

iv. **Business sector representation**
The scope of the current business archive sector reflects only a certain part of British corporate life - there is a heavy bias towards FTSE 100 banking and

financial services companies, with some representation of companies that have significant histories (100 years or so), or long-established brands.

v. Continuity
Corporate sector archives need integrated records management programmes embedded in their parent companies to ensure the archives remain dynamic and sustainable.

6.3. Collections management issues in public sector archives

For many businesses, depositing archives has been a good way of ensuring their preservation, but the public institutions accepting such collections face considerable challenges:

i. Cataloguing
Business collections can represent local communities more inclusively and richly than many other archival sources yet because of cataloguing backlogs they are often inaccessible to the communities they represent.

ii. Usage
Business collections in the public sector can be under-utilised because the records are difficult for archivists and researchers to use and exploit. This is unsustainable, as they are stored and managed at public expense.

iii. Storage
Business collections can be voluminous particularly if 'rescued' from failing companies with no time to appraise and weed. Lack of storage capacity seriously undermines attempts to encourage expansion of business collections.

iv. Access
Businesses can be deterred from depositing material in publicly-funded record offices by the prospect that legislation to promote public access could lead to access by competitors or potential litigants even though the Freedom of Information Act does not automatically apply.

v. Terms of deposit
Financial support by depositors for cataloguing, exhibition and outreach in connection with business archives varies enormously, along with other terms of deposit. This impacts on long-term collections management and usage.

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7. Strategic actions

7.1. Increasing awareness among businesses of the value of keeping archives

This strategy seeks to increase awareness and appreciation of the value of business archives to large companies that are in a position to employ archivists, and also to smaller companies that are currently unaware of the benefits of managing and exploiting their historical records. Using case studies and practical advice from successful corporate archives, and promoted through business organisations (rather then coming from the archive community), two key initiatives are proposed: -

i.   A Business Guide to Managing Archives designed to promote the value of business archives

ii. A Code of Practice that gives businesses practical guidance on how to establish and exploit their archives.

Together these initiatives will demonstrate the value of archives to businesses, communicate professional standards to new audiences, and ultimately help preserve business archives at risk.

7.2. Recognising and evaluating business archives

Business archives are held across a wide variety of institutions in the public and private sectors, with facilities varying in terms of quality of storage, preservation, management and provision of access. Business archives are not always held in the most obvious places, and sometimes it is difficult for businesses or researchers to identify where the records of particular industries or sectors are located. The position will be addressed by three new initiatives:

i.   The National Archives will establish an online register of the specialisms of institutions collecting business archives, for the guidance of depositors and users. Subject to further discussions with the sector, institutions on the register might be authorised to describe themselves for example as "A National Centre for the Archives of Shipbuilding".

ii. As part of its strategic leadership of the archives sector, The National Archives will seek to identify organisations willing to establish new centres for business archives of national importance. These centres will complement existing provision, not duplicate or replace it; and might constitute a home of last resort for business archives 'orphaned' as a result of business failure, merger or international takeover.

iii. The National Archives will ensure that future developments of its systems for recognising and measuring suitable facilities and service quality of public sector archives are also open to corporate archives. The terms of assessment for private sector archives will recognise that public access to such archives is discretionary, and will be linked to the provisions of the Code of Practice for business archives.

7.3. Developing stronger networks and partnerships

Business archives exist in diverse archive communities represented by different professional bodies. In order to promote a more cohesive and supportive sector, and to counter the professional isolation often felt by corporate archivists embedded in companies, archivists need to work on developing networks and alliances across public and private archives, sharing best practice and skill-sets, and developing awareness of the sensibilities of each sector. This is particularly important today when economic recession threatens the corporate archives sector, and when public repositories may need to handle an influx of records as businesses and industries fail.

Business archivists need to develop partnerships with existing and new user groups (including industry experts), to help de-mystify business records, 'translating' business language and showing how business records can meet users' research needs. Also by investing in outreach opportunities, and offering professional support and advice to the business community, public sector archives can create more productive partnerships with local companies in terms of deposits of future collections and potential sponsorship.

A Business Archives Strategy Group will be formed to monitor implementation of the strategy. This Group will be a sector group within the structure of the National Council on Archives and will be able to further develop partnerships between the corporate archives sector, other archive groups, and beyond the archives sector.

7.4. Leadership, education and professional training

There needs to be energetic leadership to implement the strategy, improving the capacity and status of business archivists and business collections. The National Archives, the Business Archives Council, the Association of Chief Archivists in Local Government, and the Society of Archivists Business Records Group will provide professional leadership in the following areas:

i. crisis management - providing a collective and integrated response to collections at risk, as large companies fail or dis-invest in their archives

ii. dialogue with liquidators and receivers – identifying a fast-track mechanism for involvement with failing business

iii. education – working with higher education authorities to increase student exposure to business archives within schools and further education institutes including business schools, and professional archive courses, as well as promoting a research agenda for business archives (e.g. investigating electronic records issues, or measuring the commercial benefits of keeping archives)

iv. cross-domain advocacy – engaging with the museums and libraries sectors to influence teaching and dissemination of archival principles and share best practice.

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8. Implementation

8.1. Increasing awareness among businesses of the value of keeping archives

Ref.	Action	Implementation	Strategy goal [section 3]
8.1.1	Publish *Business Guide to Managing Archives* to show companies the benefits and payback of investing in their archives	THE NATIONAL ARCHIVES	I II
8.1.2	Create a voluntary *Code of Practice* for managing business records and archives (including case studies, advice, testimonials) to encourage businesses to actively manage their archives	THE NATIONAL ARCHIVES BAC BRG	I II
8.1.3	Publish *Code of Practice* on the Internet with links to business organisations and professional sites	BAC	I II
8.1.4	Promote the strategy and *Code of Practice*	NCA	I II
8.1.5	Explore with Regional Development Agencies the opportunities for promoting the *Business Guide to Managing Archives* and *Code of Practice* to small and medium-sized enterprises	ACALG BAC BRG CyMAL MLA THE NATIONAL ARCHIVES	I II
8.1.6	Work with Business in the Community to add archive management to the Corporate Social Responsibility community index	BAC NCA	I II

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8.2. Recognising and evaluating business archives

Ref.	Action	Implementation	Strategy goal [section 3]
8.2.1	Explore the potential to create one or more new national centres for business archives (in England)	THE NATIONAL ARCHIVES	II III
8.2.2	Develop a *Code of Practice* registration scheme for implementation among corporate archives (private sector collections) and cross-domain collections	BAC BRG CyMAL MLA THE NATIONAL ARCHIVES	IV
8.2.3	Promote *Code of Practice* registration scheme to members	BAC BRG	IV
8.2.4	Create scheme for recognising existing business archives of national importance	THE NATIONAL ARCHIVES	IV
8.2.5	Collect data to create a national map showing distribution of business archives collections, represented sectors of the economy, capacity issues etc, to inform future policy	THE NATIONAL ARCHIVES CyMAL MLA	IIII VI
8.2.6	Further develop the National Register of Archives as a proactive tool to monitor the continuing care of and access to business archive collections	THE NATIONAL ARCHIVES	III IV

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8.3.   Developing stronger networks and partnerships

Ref.	Action	Implementation	Strategy goal [section 3]
8.3.1	Develop partnerships between corporate archives sector and public and university sectors to promote employee secondment, skills exchange, outreach support, information-sharing on usage of archives, public relations etc	ACALG BAC BRG CyMAL MLA UAS	III IV
8.3.2	Develop a stronger network of archivists working with business archives by organising/ participating in professional events and conferences in London and regionally	BAC BRG RMS	III IV
8.3.3	Promote cross-domain flexibility in approaches to custodianship of business archives to ensure sustainability of collections	ACALG BAC CyMAL MLA	III IV
8.3.4	Maintain and develop links with other national and international strategies and activities	BAC BRG THE NATIONAL ARCHIVES	I II III IV
8.3.5	Develop better professional links and support for community/charitable institutions that hold or may acquire business archives	ACALG BRG	III IV
8.3.6	Develop partnerships with universities and academic organisations to understand and support research interests of academics and to exploit their knowledge	ABH BAC BRG CyMAL MLA	III IV
8.3.7	Proactively develop relationships with local businesses and trade organisations through outreach, historical research, records advisory services etc to promote and encourage better in-house archival management, or deposit of records	ACALG	I II

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8.4. Leadership, education, and professional training

Ref.	Action	Implementation	Strategy goal [section 3]
8.4.1	Create a crisis management team representing all parts of the archive sector to organise agreed responses to business archives under threat	BAC BRG THE NATIONAL ARCHIVES	II III
8.4.2	Engage with the Insolvency Practitioners Association to develop agreed process to save business archives at liquidation stage of business failure	ACALG BAC BRG THE NATIONAL ARCHIVES	II
8.4.3	Investigate potential of using business records and archives as part of business and management school curricula and other more diverse academic disciplines	ACALG BAC BRG UAS	III
8.4.4	Promote the use of business archives in an educational context (primary and secondary schools)	CyMAL MLA SOA	III
8.4.5	Encourage universities to undertake research to measure the benefits that professional archivists and records managers bring to businesses and society (e.g. Nottingham University International Centre for Corporate Social Responsibility)	THE NATIONAL ARCHIVES	I III
8.4.6	Identify research interests in business archives and records management in liaison with universities	FARMER THE NATIONAL ARCHIVES	III IV
8.4.7	Encourage management of archive and records management post-graduate courses to ensure students are fully exposed to business records, and have opportunities to visit and take up placements in corporate archives	FARMER	IV

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9. Funding strategy implementation

Ref.	Action	Implementation	Strategy goal [section 3]
9.1	Recruit and engage business archives development officer to support business archives including implementation of the strategy	THE NATIONAL ARCHIVES	I II III IV
9.2	Encourage public/private sector archivists' collaboration to take advantage of third party funding (with advice from the NCA Archive Lottery Adviser)	ACALG BAC BRG	IV
9.3	Encourage partnerships between academics and archivists to secure joint funding as part of academic research grants	ACALG BAC BRG CyMAL MLA UAS	IV
9.4	Encourage collaborative working between local authority, specialist repositories, community archives and other cultural organisations (i.e. museums and libraries) to maximise grant and funding opportunities for business archives	ACALG BAC BRG CyMAL MLA UAS	IV
9.5	Convene and sponsor strategy implementation 'monitoring group', drawn from all archive sectors	NCA	I II III IV

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ABH	– Association of Business Historians
ACALG	– Association of Chief Archivists in Local Government
BAC	– Business Archives Council
BRG	– Business Records Group of the Society of Archivists
CyMAL	- Museums, Libraries and Archives Wales
FARMER	– Forum for Archives and Records Management Education and Research
MLA	- Museums, Libraries and Archives Council
NCA	– National Council on Archives
RMS	– Records Management Society
SOA	– Society of Archivists
UAS	– University Archives Sector

10. Appendices

10.1. Business data

Figure 1 shows a breakdown of the 1.2 million enterprises that "have employees" using the groupings:

Large enterprise   *Over 250 employees*

Medium enterprise   *50 to 249 employees*

Small enterprise   *10 to 49 employees*

Micro enterprise   *1 to 9 employees*
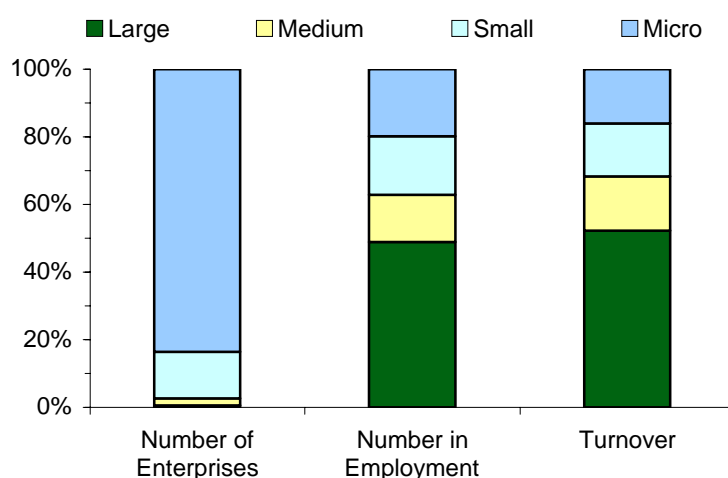
Figure 1. Comparison by number of employees
(source: Dept for Business, Enterprise and Regulatory Reform ,
Small and Medium Enterprises (SME) Statistics, 2007)

10.2. Heritage Lottery Funding for archives

Source: HLF Policy & Research Dept Data Briefing, September 2007

From April 1994 until March 2007 there have been awards of £151million granted to 466 projects in archives including:

- £7.6m to 12 projects in the UK's national archives

- £47.5m to 182 record office projects

- £31.2m to 48 university archive projects

- £65.1m to 224 projects in other types of archive, including museums

- £21.5m to 36 projects focusing on Designated collections in archives (England)

- £2.1m to 39 "Access to Archives" (A2A) projects; £159,000 to 4 "Archives 4 All" projects, £2.9m to Scottish Archive Network; and £365,000 to Archive Network Wales

- £22.2m to 36 projects in film and sound archives
- £5.1m to 10 projects that conserve or refurbish archive buildings
- £48m to 24 projects for new build or extensions to archive buildings
- £34m to 84 projects to acquire material for archives

There has been an additional £13m awarded to archives and library projects led by community organizations.

Recent examples of business archives projects receiving grants are:

- Documenting the Workshop of the World, Black Country history, £442,000
- Pay and Power, history of work and politics in the West Midlands, £418,000

Access to Archives (A2A) projects:

- The Works, history of Ebbw Vale steelworks £43,700
- Yorkshire Made, catalogue of business archives, Yorkshire, £45,000
- Made in Suffolk, catalogue of business archives, Suffolk, £35,800

10.3. University Archives funding opportunities and activities

Source: The National Archives university archives survey questionnaire, 2007

Examples of organisations providing funds for business archives collections in university archives:

1. Corporate sector (e.g. depositing company)
2. Heritage Lottery Fund
3. Access to Archives (A2A)
4. Arts and Humanities Research Council
5. National Manuscripts Conservation Trust
6. Museums, Libraries and Archives Council
7. Joint Information Systems Committee
8. Leverhulme Trust
9. British Academy
10. Bay Foundation

University archivists, with business collections, reported significant usage of the archives by their organisations:

- archive staff usage for teaching   – 43%

- archive staff usage for research   – 36%
- archive staff usage for outreach   – 50%
- university staff usage for teaching   – 68%
- university staff usage for research   – 61%
- student research   – 50%

10.4. Historical context - managing business records

Date	Event
1856	Companies Act made compulsory the indefinite retention of certain very limited kinds of documentation
1934	Business Archives Council formed
1930s	Bank of England and Midland Bank appointed archivists
1945	National Register of Archives (NRA) founded
1950s	NRA made business collections visible by indexing businesses separately, and some county and municipal record offices began to accession business archive collections as gifts and loans
1960s	Archivists and research librarians appointed in more businesses
1960/70s	Growth in interest in business and economic history resulting in funding for survey work (e.g. pioneering work of Glasgow University[*] and the Business Archives Council)
1970/1980s	Significant decline in manufacturing and 'heavy' industry resulted in county and municipal record offices 'rescuing' many records of defunct companies
1980/90s	Increase in number of corporate archives posts created to take advantage of marketing, evidential and business value of records to corporations, often as adjunct to records management programmes
2008	Around 25% of FTSE companies engage corporate archivists or records managers; within a professional population of around 80 business archivists

10.5. Corporate Archives SWOT analysis

Source: Strengths, Weaknesses, Opportunities, Threats (SWOT) questionnaires to Business Archives Conference delegates, 2007:

Strengths (Top 5 by percentage)

1. Depth, diversity, historical value of collections   27%
2. Expertise of people -as entrepreneurs, leaders, managers, experts   27%
3. Add value to business   20%
4. Networks and partnerships   20%
5. Academic support & interest   5%

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Weaknesses (Top 5 by percentage)

1. Access, usage, unrepresentative nature — 29%
2. Public image and awareness — 23%
3. Political awareness & "clout" (within business and professionally) — 23%
4. Lack of funding — 17%
5. Vulnerability (lack of skills re electronic media, not embedded in businesses (personality-dependent) — 9%

Opportunities (Top 5 by percentage)

1. Cultural, educational partnerships (including Heritage Lottery Funding) — 29%
2. Corporate Social Responsibility, business exploitation — 24%
3. Internet, web access, digitization — 18%
4. Community, social and family history growth — 18%
5. Improved Public Relations — 12%

Threats (Top 5 by percentage)

1. Recession & business failure (cost-cutting, lack of funding for managing, storing, cataloguing) — 47%
2. Organisational change (mergers and acquisitions, globalisation, relocation, complexity) — 31%
3. Low public and companies awareness about the value of business archives, low priority — 5%
4. Fragmentation of professional voice — 5%
5. Ability to recruit into private sector, skills deficit re business records — 5%