



The National Archives

The Record: London 2012 and the Cultural Olympiad

Delivery Strategy v1.0

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1. Purpose

This document outlines the approach adopted to deliver *The Record*: a project to establish the archive legacy for the London 2012 Olympic and Paralympic Games and the Cultural Olympiad. It also details the governance structure for Archives as a cross-cutting topic and a recognised activity within the Government Olympic Executive's Delivery Assurance Project.

It describes the relationships and interfaces between the many organisations, institutions and bodies who will create, capture and store *The Record*; provide retrieval mechanisms to access its diverse collections; and secure its sustainability through long-term preservation.

2. Landscape

In December 2007, The National Archives and the Museums, Libraries and Archives Council (MLA) made a joint submission to the Department for Culture, Media and Sport (DCMS) committing themselves to coordinating *The Record* of London 2012. This was articulated in MLA's 'Setting the Pace' document and is to be delivered as part of The National Archives' National Collections Strategy. The commitment to capture *The Record* was part of the successful bid for London to host the 2012 Olympic and Paralympic Games and this will be the first time that such a project will have delivered such an archive legacy.

The core strategic aim is to ensure that records created before, during and after both the 2012 Olympic and Paralympic Game, and the Cultural Olympiad are identified, captured, preserved and made accessible. Effective management of these records will:

- Support delivery of the sports and cultural events across the UK
- Mitigate reputational, financial and operational risks
- Guarantee legal and regulatory compliance
- Answer to public accountability and scrutiny post-2012
- Encourage openness and transparency for all
- Secure a long-term legacy for the benefit of future generations of planners, policy makers, researchers, learning and education professionals, and the general public

Successful delivery of *The Record* will help the DCMS fulfil its legacy promises, and contribute to the International Olympic Committee's Olympic Games Knowledge Management (OGKM) programme which facilitates knowledge transfer to future host cities.

3. Scope

The Record will be a collection of networked resources held either locally by organisations responsible for creating those resources in the course of their London 2012-related activity, or centrally by repositories mandated to provide long-term storage, preservation and access to specific resources defined by type or format. These resources will include paper and electronic documents, websites, analogue or digital audio and audio-visual recordings, photographs and ephemera, and anything contributing to the long-term memory of the Olympic and Paralympic Games and the Cultural Olympiad.

To support this, The National Archives has produced a project timeline for the key stakeholders involved in delivering the Olympic and Paralympic Games and the Cultural Olympiad. The National Archives will supplement the plan with templates, tools and guidance to help stakeholders through each stage of the process, with specific milestones for identifying key records, and establishing where they will be stored and how they will be managed and accessed in the long-term.

For non-public record holding bodies, The National Archives is not seeking to manage or oversee internal information management processes; the timeline is simply a route to be followed by stakeholders wishing to contribute to the successful delivery of *The Record*. It will be for each body to determine its level of participation, the resource it can commit to the project and the scope or nature of resources selected for inclusion. The role of The National Archives is one of leadership and co-ordination, periodically convening meetings to check on progress, provide further encouragement and support, and to share skills and expertise.

For public record holding bodies, The National Archives will continue its statutory supervision, guidance and co-ordination role, and will oversee those bodies in the selection and transfer of records to The National Archives or a place of deposit. This will follow existing procedures but according to the project timeline.

Key stakeholders in *The Record* have been identified across government departments and agencies, national and 'local' public bodies, sporting associations and cultural institutions, private and charitable organisations. The full stakeholder map is extremely complex but has been simplified into generic groups:

- A. The Archives Cross-Cutting Group [Central Bodies Group]** who will make key decisions about scope, process and delivery.
- B. The Repositories Group** who will lead on the development of *The Record* as a networked collection of information, records, data and other resources.
- C. The Public Record Holding Bodies Group** who will need to fulfil their statutory obligations for records creation, management, long-term preservation and access.

- D. The **Cultural Bodies Group** who will identify, host and/or deposit resources of cultural relevance to *The Record*.
- E. The **Sporting Bodies Group** who will identify, host and/or deposit resources of sporting relevance to *The Record*. [Proposed for January 2010]
- F. The **Local Authorities Group** who will need to identify and make proper provision for their own London 2012-related records and prepare to receive multimedia deposits of local and/or national significance. [Proposed for November 2009]

4. Key Roles and Responsibilities

The National Archives is the lead organisation with responsibility for ensuring the delivery of *The Record*. The National Archives will provide all participants with support and advice on best practice in records management to meet short-term business need; and will guide them through the process of specifying and selecting key records, identifying suitable repositories and establishing transfer dates and access conditions, as appropriate.

To coordinate the delivery of *The Record*, and to facilitate liaison and communication between the many stakeholders involved, The National Archives and the Government Olympic Executive's Delivery Assurance Project have constituted Archives as one of the themed cross-cutting topics for London 2012. This identifies the delivery of *The Record* as one of a number of outcomes that will require a significant level of interaction and coordination between the London 2012 stakeholders and provides a structure and process to manage those interactions. This approach is also being used to assure delivery across other 2012-related topics.

The Archives Cross-Cutting Group is chaired by Cathy Smith of The National Archives and has as members:

The National Archives: Fleur Soper, Howard Davies
 Government Olympic Executive (GOE): Shaun Cove, Chris Reveley
 British Olympic Association (BOA): Jan Paterson
 London Organising Committee of the Olympic Games and Paralympic Games (LOCOG): Chris Pollard, Punita Gajree
 Olympic Delivery Authority (ODA): Angie Rizakos

There may be some additional members added to this cross-cutting group in future including, potentially, representatives from the British Paralympic Association (BPA), the Greater London Authority (GLA), the Olympic Park Legacy Company (OPLC) and Transport for London (TfL).

Representatives from all stakeholder organisations are required to endorse the project and formally commit to its shared objectives.

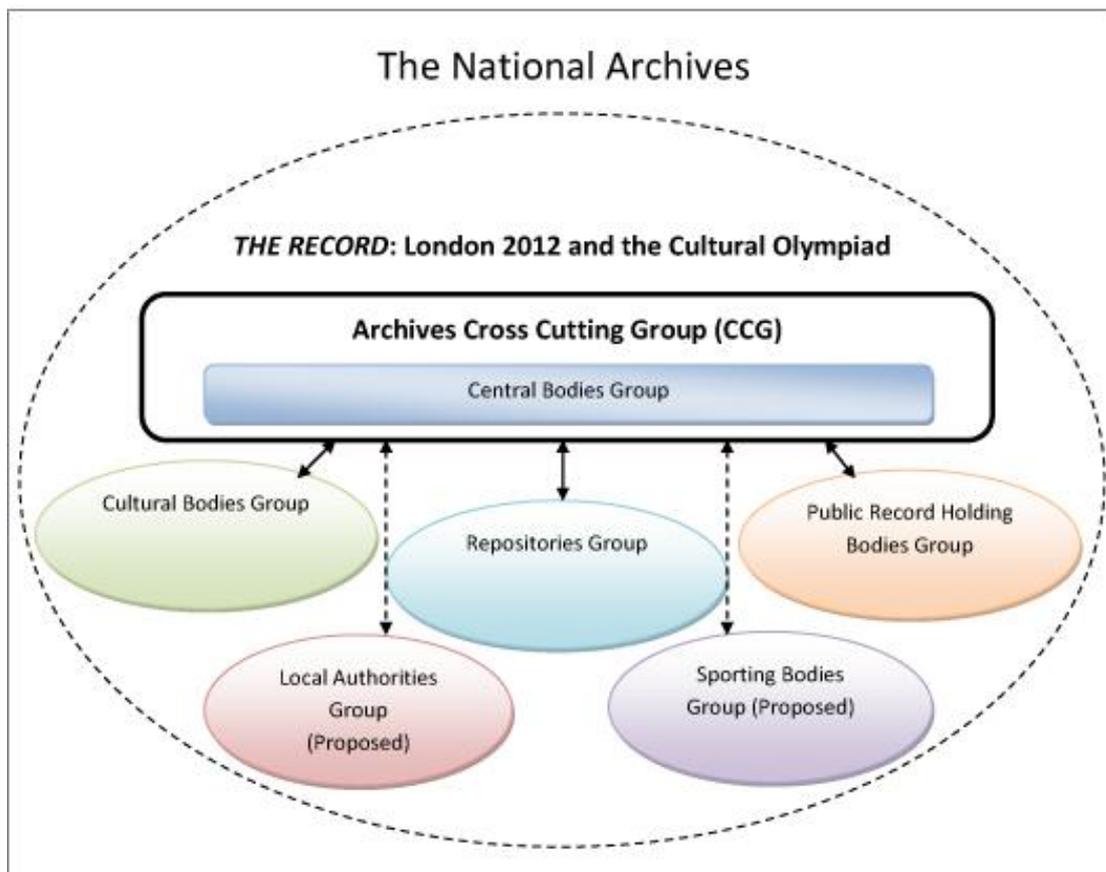
5. Delivery Approach

The National Archives' Strategic Collection Development team will project manage delivery of *The Record* within the context of the Archives Sector Development Department and the Information Policy and Services Directorate.

The Archives Cross-Cutting Group [Central Bodies Group] will be the primary coordination and decision-making body and will help resolve problems escalated by The National Archives when required. It is this body which will monitor progress among key stakeholders and seek to define the scope and coverage of *The Record*.

Working groups have been formed from those key stakeholders to coordinate specialist activities and to help manage the flow of information across defined sectors or areas of interest. The National Archives is responsible for leading the working groups, communicating with them and managing the interactions between them and their individual members.

Delivery of *The Record* – Organisational Structure



A description of the current and proposed working groups, their brief, membership and reporting lines follows:

<p>A. The Archives Cross-Cutting Group [Central Bodies Group]</p> <p>Delivery objective: To coordinate across London 2012 stakeholder organisations, the identification, capture and access provision of key records; and to support The National Archives in establishing a well-managed and sustainable legacy of the Olympic and Paralympic Games, and the Cultural Olympiad known as <i>The Record</i>.</p> <p>Membership Criteria: The organisations focussed on delivering London 2012 and consequently generating records central to all associated sporting and cultural activities.</p> <p>Primary activities: This group will provide key information, create policy, agree strategy and take decisions on how to meet the objectives of <i>The Record</i>; and will facilitate the engagement of other stakeholders and stakeholder groups.</p> <p>Operational behaviours: Minuted meetings to oversee the ongoing delivery of <i>The Record</i> to be agreed by group members for key stages in project implementation, but to be held at least quarterly.</p>	<p>The National Archives (TNA), British Olympic Association (BOA), London Organising Committee of the Olympic Games and Paralympic Games (LOCOG), Olympic Delivery Authority (ODA), Government Olympic Executive (GOE)</p> <p>Possible future members: British Paralympic Association (BPA), Greater London Authority (GLA), Olympic Park Legacy Company (OPLC), Transport for London (TfL)</p>
<p>B. The Repositories Group</p> <p>Delivery objective: To provide the organisational infrastructure for and to lead on the development of <i>The Record</i> as a networked collection of both physical and digital resources.</p> <p>Membership Criteria: The organisations mandated to store and manage specific collections identified as part of <i>The Record</i> beyond 2012 and/or responsible for supporting the sustainability of collections outside of their immediate institutional remits.</p> <p>Primary activities: This group will agree policies and procedures as appropriate for identifying, transferring and/or capturing resources and for ensuring access, retrieval and long-term preservation.</p> <p>Operational behaviours: Four-monthly minuted</p>	<p>The National Archives (TNA), British Library (BL), London Metropolitan Archives (LMA), British Broadcasting Corporation (BBC), British Olympic Association (BOA)</p> <p>[Aligned with the proposed Local Authorities Group]</p>

<p>meetings to oversee the management and networking of diverse collections for <i>The Record</i>, with updates on progress prepared for the Central Bodies Group.</p>	
<p>C. The Public Record Holding Bodies Group</p> <p>Delivery objective: To assist group members to fulfil their statutory obligations in a practical, effective, timely and consistent manner.</p> <p>Membership Criteria: The organisations required to engage with <i>The Record</i> due to their status as public record holding bodies.</p> <p>Primary activities: This group will ensure 2012-related records are identified as part of their 'business-as-usual' records management processes and procedures; and will agree the means by which those records are linked and cross-referenced as appropriate.</p> <p>Operational behaviours: Six-monthly minuted meetings to communicate progress, tackle operational issues, share information and prepare updates for the Central Bodies Group.</p>	<p>The National Archives (TNA), Olympic Delivery Authority (ODA), London Development Agency (LDA), Department of Communities and Local Government (DCLG), Department for Transport (DfT), Department for Culture, Media and Sport (DCMS), Government Olympic Executive (GOE), Metropolitan Police Service</p>
<p>D. The Cultural Bodies Group</p> <p>Delivery objective: To raise awareness of the long-term significance of records created in the course of 2012-related cultural activity; and to provide a central hub for the wider networks of cultural bodies creating resources valuable to <i>The Record</i>.</p> <p>Membership Criteria: The organisations responsible for delivering, supporting and promoting both the Cultural Olympiad and other 2012-related cultural activities and events.</p> <p>Primary activities: This group will identify cultural records significant to the legacy of the Olympic and Paralympic Games and the Cultural Olympiad; and will nurture working partnerships between members both to meet the objectives of <i>The Record</i> and to support collaboration beyond London 2012 where appropriate.</p> <p>Operational behaviours: Six-monthly minuted meetings to communicate progress, share information</p>	<p>The National Archives (TNA), London Organising Committee of the Olympic Games and Paralympic Games (LOCOG), Museums, Libraries & Archives Council (MLA), Arts Council England (ACE), British Broadcasting Corporation (BBC), London Metropolitan Archives (LMA), Southbank Centre, Transport for London (TfL)</p>

<p>and prepare updates for the Central Bodies Group.</p>	<p>Possible future members: British Film Institute (BFI), British Council</p>
<p>E. The Sporting Bodies Group (Proposed for: January 2010)</p> <p>Delivery objective: To raise awareness of the long-term significance of records created in the course of 2012-related sporting activity; and to provide a central hub for the wider networks of sporting bodies creating resources valuable to <i>The Record</i>.</p> <p>Membership Criteria: The organisations responsible for delivering, supporting and promoting 2012-related sporting activities and events.</p> <p>Primary activities: This group will identify sporting records significant to the legacy of the Olympic and Paralympic Games; and will nurture working partnerships between members both to meet the objectives of <i>The Record</i> and to support collaboration beyond London 2012 where appropriate.</p> <p>Operational behaviours: Six-monthly minuted meetings to communicate progress, share information and prepare updates for the Central Bodies Group.</p>	<p>The National Archives (TNA), London Organising Committee of the Olympic Games and Paralympic Games (LOCOG), British Olympic Association (BOA), British Paralympic Association (BPA), UK Sport, Sport England, sportscotland, Sports Council for Northern Ireland, Sports Council for Wales</p> <p>ALSO: All relevant national sports governing bodies</p>
<p>F. The Local Authorities Group (Proposed for: November 2009)</p> <p>Delivery objective: To support group members in managing records created in the course of their London 2012-related business; and to raise awareness of the need to prepare for the inevitable deposit of both digital and analogue records of local interest before, during and after the Olympic and Paralympic Games, and the Cultural Olympiad.</p> <p>Membership Criteria: All local authorities, but most specifically those hosting sporting events, managing venues, providing training camps, engaged in activities to support the Cultural Olympiad, and/or holding records relating to previous Olympic and Paralympic Games of value to <i>The Record</i>.</p> <p>Primary activities: Prepare for the deposit of digital and analogue records of local and/or national interest</p>	<p>The National Archives (TNA)</p> <p>Members to include: <i>The Five Boroughs</i> (Greenwich, Hackney, Newham, Tower Hamlets, Waltham Forest) Buckinghamshire County Council, Weymouth and Portland Borough Council</p>

before, during and after the Olympic and Paralympic Games, and the Cultural Olympiad.	
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Operational behaviours: Communication will be made via The National Archives' existing mechanisms and/or through open briefing sessions and forums.

6. Assumptions & Dependencies

- a) All major bodies will cooperate with the identification and provision of material. This is mandatory for the public bodies and highly-recommended for the private sector and other non-public record bodies.
- b) All key records will be created on technical platforms and in software formats which allow their transfer to a named repository, whether internal or external to the organisation creating them.
- c) All key records will be appropriately catalogued to support networking of those records, future access to them and their long-term preservation.
- d) There will be a single body to host the web portal linking all networked resources held by participating stakeholders, including both content creators and collecting institutions.
- e) Resources will be held in various forms and formats under the control of numerous different organisations, both private and public.
- f) The 'numerous different organisations' will maintain access to and preserve all locally-held collections for the long term, and will ensure that web links to the central portal remain 'live'.
- g) To meet the objective of knowledge transfer for future host cities and to support access for the purposes of both formal and informal research, individual records, information and data will be made available in as short a time as possible, in keeping with the principles of the Freedom of Information Act.
- h) All websites identified as valuable to the long-term memory of the sporting, cultural and associated activities will be captured by The National Archives in the case of government records, and by the British Library for all other material.

7. Implementation Plan and Phases

The National Archives' *The Record: London 2012 and the Cultural Olympiad – Legacy Archive Timeline* document provides explanatory notes and details key deliverables for the milestones outlined in the diagram below.



8. Key Issues and Risks

The following are taken from The National Archives' *Issues, Actions and Risks* document.

<i>Issue</i>	<i>Owner</i>	<i>Resolution process</i>
1. Will the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) deposit its records with The National Archives, as the preferred option?	The National Archives London Organising Committee of the Olympic Games and the Paralympic Games (LOCOG) British Olympic Association (BOA)	Proposal under consideration but dependent on discussions involving the International Olympic Committee (IOC), London Organising Committee of the Olympic Games and the Paralympic Games (LOCOG) and the British Olympic Association (BOA).
2. How will assumptions about the functions of SharePoint affect the identification, capture and accessibility of records? and in particular, the extraction and transfer of key records to The National Archives and/or other repositories?	The National Archives Government Olympic Executive (GOE)	The National Archives to work with the GOE to resolve known issues with SharePoint and to highlight future Risks.
3. Should the membership of the Central Bodies Group be constantly reviewed? Possible further members include: British Paralympic Association (BPA), Greater London Authority (GLA), Olympic Park Legacy Company (OPLC)	The National Archives Government Olympic Executive (GOE)	Revisit at each meeting of the Central Bodies Group
4. Should there be a specific Sporting Group centred around the British	The National Archives	Revisit at each group meeting.

Olympic Association (BOA), to include the British Paralympic Association (BPA), and national and regional sport agencies? When should it be established?	British Olympic Association (BOA) Government Olympic Executive (GOE)	
5. How can web archiving support the capture and long-term preservation of 2012-related websites including the portal to all networked resources?	The National Archives British Library (BL)	Existing web archiving partnership with British Library focussed on delivering strategic approach to capturing 2012-related sites, both formal and informal

<i>Risk</i>	<i>Owner</i>	<i>Mitigation</i>
1. Records are created in environments and shared via platforms currently too technically challenging for records transfer so key data and information will disappear.	The National Archives	Stakeholders to describe the records creation and management environment and adopt mixed approaches to capturing and transferring specific information.
2. Proliferation of new formats and volume of records prove too much of a technical and resource challenge for repositories to provide adequate transfer mechanisms, long-term storage, management and preservation of key records.	The National Archives	The National Archives, repositories and key content creators to monitor identified formats and estimated data volumes to support long-term resource planning and shape technical requirements.
3. Government departments and/or other bodies are reorganised and/or disbanded before 'public records' are both identified and transferred.	The National Archives Government Olympic Executive	Use existing The National Archives processes for managing relationships with government departments and other bodies to emphasise the need to

	(GOE)	share information as early as possible.
4. Lack of direct engagement from key stakeholders means the project scope is narrowed and The National Archives cannot deliver as promised.	The National Archives Government Olympic Executive (GOE)	Stakeholders to formally agree commitment to shared aims and to continually update The National Archives on progress and to share problems and concerns as soon as possible after they arise.
5. Relevant key bodies are not identified so key records are not captured.	The National Archives	Ensure 'mass' communication and document processes for engaging stakeholders as an audit trail of events and decision-making to understand why and how bodies may have been overlooked.
6. The British Olympic Association (BOA) decides not to develop and own the web portal leaving no online focus for resources and content and a fragmentation of available resources for users.	The National Archives	Develop a web strategy of different options for final network of resources.
7. Legal restrictions prevent access to records created by private bodies.	The National Archives	Based on an assessment of the 'value' of private records, use existing processes at The National Archives to resolve the situation or to find an alternative to providing direct public access online.