

2007  
2008  
2009  
2010  
2011  
2012

**Setting  
the pace**



## **MLA Partnership Vision for 2012**

**Museums, libraries and archives will help ensure that the 2012 Olympic Games and Paralympic Games are an inclusive event. We will engage with young people, celebrate diversity and help deliver the best ever Games, sustaining a legacy for people in London and in all regions.**

**We will champion the development of collections, audiences and workforce so that the 2012 Games will be a transformational event for the sector and our users.**

# 2012

## **Ken Livingstone** Mayor of London

The energy of young people and London's status as the Global City, with resident communities from over 150 countries around the world, will be at the heart of the Olympic Games and Paralympic Games in 2012. They will also drive the spirit of plans for the Cultural Olympiad and the image of London projected during the opening and closing ceremonies – the real way our Games will be remembered, long after the last race is won.

London's museums, libraries and archives have already shown during 2007 how they can embrace a public commemoration like the Bicentenary of the Parliamentary Abolition of the Slave Trade, to open up their collections to new audiences and break down barriers between cultural institutions and our diverse communities.

I am hugely pleased that they are now seizing the opportunity which 2012 presents, led by MLA London, to set new goals to transform the engagement which people have through culture, and become a home for all Londoners and the visitors of the World, during 2012 and long after.

## **Keith Khan** Head of Culture London 2012

Since joining London 2012 I've been impressed by the strength and vision of the plans developed by museums and galleries led by the MLA Partnership. Working directly with local and global communities, involving international and emergent curators and moving from the historical to the contemporary, we will use collections to describe new international stories. This adds heart to the Cultural Olympiad.

Museum, library and archive collections are rich reflections of our complex cultural identity, and the programme which you are developing can enable the Cultural Olympiad to be felt in every community across the country.

It is particularly encouraging that you are working so closely with organisations across the culture, local government and the voluntary sectors and have plans to work directly with young people. By working together we can ensure that we reach across communities and build new partnerships for the future.

# Setting the Pace

Working with people from across our sector, and our strategic partners, the MLA Partnership has identified five key activities where museums, libraries and archives can help deliver our vision for 2012.

Last autumn the MLA Partnership published a prospectus setting out our vision for the contribution of museums, libraries and archives to the Cultural Olympiad. *Setting the Pace* was itself the product of extensive consultation with our sector. The responses have now been distilled into concrete proposals for five exciting projects which will help deliver the best ever Cultural Olympiad, and have a transformational impact on our sector.

Our 2012 programme is the first major initiative of the MLA Partnership, which was created in April 2006, bringing together MLA Council and the nine regional agencies. Our new Learning and Skills Strategy, which goes to the heart of what our sector delivers for the public, has been the second. We believe these initiatives show how, together, our ten organisations deliver leadership for our sector and put museums, libraries and archives at the heart of national, regional and local life.

The values which underpin the London Organising Committee's plans for the Games and the Cultural Olympiad – inspiring young people, celebrating London and the UK welcoming the world, and generating a positive legacy – are also at the heart of *Setting the Pace*.

Our ambition is that our sector's engagement with the Cultural Olympiad through *Setting the Pace* will lead to a transformation in the way people experience the inspiration, learning and creativity that museum, library and archive collections generate. Increasing participation by non-traditional audiences – particularly young people, black and minority ethnic communities and people with disabilities – is a core target for this programme.

The Cultural Olympiad also offers the chance to strengthen further the partnership between our three domains, and between them and the rest of the cultural and voluntary and community sectors. *Setting the Pace* has only been possible through building new partnerships in this way, and as we develop these plans, we will ensure that they work with and support the ambitions of all our new and existing partners.

Although there is still a long way to go, and much work to be done before *Setting the Pace* begins, it is, in many ways, already a reality. Museums, libraries and archives are already responding to the prospect of the Games.

The Yorkshire Museums Hub has recently secured HLF funding to deliver *China in Yorkshire*, a ground-breaking project looking at Chinese artefacts and Chinoiserie in museum collections across the region, which will run through the beginning of the Cultural Olympiad in 2008 – embodying the principles behind the *International Exhibitions Programme*.

East London's communities are already living with the excitement and physical challenges of the construction of the Olympic Park, and the increasing national and international focus on them. Community heritage organisations like Eastside, are helping make sense of this momentous event, and will be at the heart of plans for *The People's Record*.

Whatever else happens between now and August 2012 we know that a lot of public and private organisations are already generating an enormous archival record of this momentous project. Much investment has already

been made in co-ordinating records management, particularly at London 2012. *The Record* will support this effort to ensure that London 2012 bequeaths, quite simply, the best Games archive ever.

Over the next twelve months, the MLA Partnership will be developing the partnerships, fundraising strategy and delivery model for each of these projects, necessary for our vision to become a reality, and we look forward to working with you all.

**Mark Wood**, Chair MLA Council



**Left:** New Malden Library in the London Borough of Kingston-upon-Thames



# International Exhibitions Programme

To tell 'Stories of the World' through the re-interpretation of UK collections involving international curators and local communities, delivered through a partnership project of museum and gallery exhibitions in the years leading up to 2012.

## 'Stories of the World'

From the inception of London's bid to host the 2012 Games, the power of museums and galleries to reflect the theme of 'London and the UK welcoming the world', was a visionary strand within proposals for the Cultural Olympiad.

The core principle of the *International Exhibitions Programme* is to revisit and re-interpret UK museum and gallery collections from a diversity of international and community perspectives. This takes inspiration from ground-breaking programmes already being developed by museums across the country.

Taking a fresh look at even very 'traditional' local history, art and specialists collections reveals multiple layers of significance. Objects' design, the materials they are made from, the chequered history of their ownership and use, will all have power and meaning for viewers from different social and cultural backgrounds.

## The Programme

The programme will consist of a core of around 12 main delivery partners, comprising a mix of national museums, regional museum hubs and independent museums. Other museums will be able to participate through a wider education programme.

The *International Exhibitions Programme* is one of LOCOG's major projects for the Cultural Olympiad. MLA was asked to develop the original idea for the programme in consultation with a group of museums and galleries, and has agreed to provide initial funding for the post of Programme Director.

MLA will provide effective management of the project and be responsible for the selection of the delivery partners according to assessment criteria agreed with LOCOG and other key agencies.

**Right:** Visitors at Snibston  
Discovery Park, Leicestershire

## Timetable

Autumn 2007	Appointment of Programme Director by MLA
Autumn 2007	Programme Criteria and governance agreed
Spring 2008	Delivery partners identified
Winter 2008	Funding for programme agreed
Summer 2010	Programme delivery begins

'*International Exhibitions Programme*' and 'Stories of the World' are working titles that may change.





### Legacy targets

- Museums will reach and sustain engagement with young people, diverse local communities and people with disabilities.
- Develop new and existing international connections for museums and galleries.
- Develop new and existing partnerships.
- Generate a permanent record of enriched interpretation of UK collections.
- Enhance workforce skills around collections, community participation, audience development and partnership working.
- Develop new and existing volunteer opportunities within the sector.

### Case study:

#### China in Yorkshire

During 2008 *China in Yorkshire* will be uncovering Chinese treasures held in the region. Chinese artists will also be commissioned to provide contemporary responses to some of the exhibitions.

Nick Dodd, chief executive of Sheffield Galleries & Museums Trust, is excited about the possibilities of the project, “*China in Yorkshire* is a perfect project for us. It starts with a nationally important objective – to celebrate the Olympiad – and creates a relevant, timely and inspirational partnership allowing curators to work with the community, the community to engage with the collections and endowing the collections with new perspectives and a renewed cultural life within the region and internationally.”

### Case study:

#### Revisiting Collections in London

Museums across London are using MLA London’s *Revisiting Collections* toolkit to reach out and learn from non-traditional audiences and record and reveal new perspectives on their collections. The team at Leighton House Museum in Kensington used *Revisiting* to focus on the ceramics collection embedded within the house’s famous Arab Hall and to inform re-interpretation of the Hall on the Museum’s website. An Islamic artist in residence incorporated the objects chosen for the project in her work and found a wealth of starting points in the new interpretations.

Collections at all four of University College London’s museums have been reviewed and re-interpreted by a north London parents’ group, much to the delight of their children.



**Above:** Children in UCL’s Grant Museum of Zoology inspect one of the objects re-captioned by a parents’ group





Case study:  
**Collective Conversations,  
The Manchester Museum**

*Collective Conversations* held by The Manchester Museum, was a series of filmed encounters between Somali and Sudanese refugees with objects from their cultures. The Manchester Museum has built on a tradition of outreach to refugee communities in a way that challenges traditional interpretations of its anthropology collections.

“Rather than using a white European to interpret collections from around the world we are engaging with the source communities to tell their stories. We are asking questions about where authority resides in the museum.”

Zeinab Mohammed, a Somali Refugee and participant in the conversations said of the experience, “That time was a cherished moment for some of us to touch those objects, and to be able to tell others its uses and its significance to Somali culture.”

**Above:** Collective Conversations at the Manchester Museum

# 2 | The People's Record

Capturing people's life stories in London and across the UK and their engagement with the Cultural Olympiad and the 2012 Games.

## Vision

To capture people's life stories in London and across the UK and their engagement with the Cultural Olympiad and the 2012 Games, through a community archive project, shared and stored through an on-line platform and other digital media.

Hosting the 2012 Games is set to transform the lives of countless people – whole communities in east London, aspiring young athletes and thousands of volunteers across the country.

The increasing popularity of family history and the growth of community archives in Britain presents a golden opportunity to make this the first Games which leaves a true record of what the experience meant for the people who lived through it.

Empowering communities to record their own experiences of the Games and document their heritage will generate a richer picture of our diverse communities and reveal previously untold stories.

## The Project

*The People's Record* will provide a framework within which community groups can develop new or existing projects encompassing oral history, photographs, films and other forms of community heritage and archive material, with appropriate funding.

Material will be able to be stored and shared through a web-based platform, allowing the possibility to harness the energy of new forms of social media connecting people across the country and the world.

The project will be delivered in partnership between a number of national and regional agencies, including the MLA Partnership, the UK Film Council and voluntary sector organisations and local government.

The project will operate to high ethical standards within communities for collecting material, so that people feel enriched and empowered.



Right: First Light Movies film-makers in action







### Legacy targets

- A digital archive of material from diverse communities and groups, made accessible for future generations and host cities.
- Diverse and untold histories and experiences revealed, shared and valued.
- An increased understanding of the opportunities which archives present among young people and diverse communities.
- A range of skills developed by participants.
- Strong partnerships between mainstream archives, community groups and the voluntary sector.

**Above right:** A car production line from the *Working Lives of the Thames Gateway* project



### Case study:

#### Eastside Community Heritage

*Working Lives of the Thames Gateway* is a four year project preserving, recording, and documenting people's stories about past and present industries in six east London Boroughs, industries like car manufacturing, munitions, shipbuilding, food processing, chemical production, electrical engineering and printing.

One early activity, *Imagining Industry*, a cross-generational photography project, has involved a group of five young people from the Chance to Shine youth club, working with members of Barking Photographic Society. Over a six week period the group undertook a series of workshops to improve their photographic skills, discover more about the industrial legacy in Barking and Dagenham and Havering and help to document part of their local heritage.

The workshops explored old photographs in the Borough's archive for comparison between 'then and now' and went out to explore the industrial sites in the Barking Creekmouth area, the site of the old Power Station, and Rainham Marshes.





**Case study:**  
**Birmingham Connecting Histories**

The history of the West Midlands in the 20th century is central to the story of multicultural Britain, but the stories that make up this history remain largely hidden in archive collections.

*Connecting Histories* aims to release the potential of these collections so that connections can be made between the past and the present and thereby encourage debate about our shared identities, our common sense of belonging and our multiple heritage. The project supports people from a range of different communities to get involved in archiving their histories.

**Above:** Volunteers  
at Birmingham  
Connecting Histories

Setting a new standard for a comprehensive Games archive and enabling this rich legacy to be used to inform and inspire.

### Vision

To ensure for future generations and the Olympic and Paralympic movements, that the unique record of London 2012 is created, preserved and made accessible, setting a new standard for a comprehensive distributed Games archive and enabling this rich legacy to be used to inform and inspire.

Previous Games have a mixed history of preserving their archive and passing on this vital resource. With the advent of the digital age, public and private bodies face real challenges in records management and preservation.

Together with *The People's Record*, *The Record* will capture the unique identity of London 2012, ensuring that the image of a successful and transformative Games is projected for future generations.

### The Project

LOCOG and the ODA are already putting robust systems in place to ensure that records management of the Games runs smoothly. MLA, together with key partners, including the National Archives, London Metropolitan Archives, LOCOG and the ODA, will seek to ensure that this project:

- Supports the implementation of best practice in archiving and records management by all 2012 record creating bodies.
- Maps where records are created and where they are held – the distributed record of London 2012.

- Provides a legacy and a new standard for future host cities in archiving the Games.
- Works with partners' programmes and strategies to ensure that the legacy of records and information created is used to its fullest potential by researchers, planners, policy makers and practitioners, education and learning professionals and all other people and communities interested in the Games.

**Co-ordination:** A compact for recording the games signed by all key record creating bodies to ensure the creation of a comprehensive and well-managed official record.

**Advice:** Providing record-keeping guidance to organisations creating records relating to the London 2012 Games.

**Evaluation:** Monitoring and evaluation of records management practice during the Olympiad.

### Legacy targets

- Online directory of records.
- A clear strategy for making the best use of the records of London 2012 linked to *The People's Record*.
- Evaluation report for IOC.
- Supporting IOC knowledge transfer to future host cities.

**Right:** Laban Archive





# 4

## Literature and Storytelling

Inspiring young people by celebrating  
'London and the UK welcoming the world'  
with the written and spoken word.

### Vision

To inspire young people by celebrating London and the UK welcoming the world with the written and spoken word in a Literature and Storytelling project for the Cultural Olympiad. The project will generate a positive legacy of new works, new readers and new connections.

### A Literature project will:

- Engage young people with literature through a participatory programme of reader development, events and creative writing.
- Raise the profile and value of literature, creative writing, story telling and performance poetry within society during the Olympiad.
- Deliver legacy through improved skills, new works and improved services.

The MLA Partnership would like the literature project to include all the exciting work currently being done in public libraries, as well as ground-breaking programmes using museum and archive collections to inspire creative writing. But we also recognise that to have a truly memorable impact it should include all forms of literature including performance, and seek to involve authors and publishers.

We will be working to develop a partnership between key national and regional agencies, the publishing and bookselling industries, museums, libraries, archives, and other cultural organisations.

### The Programme

Will encompass existing reading and literacy campaigns. For example the *Summer Reading Challenge* currently reaches 650,000 children and young people each year while mass reading projects like the *Great Reading Adventure* are growing larger every year with entire regions enjoying the same book across generations and geography.

It would commission new works from writers and through competitions reflecting the themes and aims of the Olympiad. For example an interactive creative writing competition, harnessing evolving media for young people's experience of creative writing. It would include a programme of live literature events. For example a national tournament of performance poetry.

Developing new literature in translation would also be an important legacy in celebrating the diversity and richness of culture in the UK.

### Legacy targets

- Young people inspired to be readers, writers and performers.
- Young people's achievement raised against key learning and social outcome measures.
- Connections made between young people and writers in the UK and abroad.
- Wider range of books and materials available in print and through libraries including in translation.





**Case study:**  
**Reading the Game**

*Reading The Game* (RTG) is an initiative of the National Literacy Trust which works with professional football to promote literacy. Launched in 2002 and funded by the Football Foundation, RTG works in partnership with every Premier League Club and their local libraries and many Football League clubs. Activities range from family reading groups based upon reading choices of top players to storytelling in libraries led by club coaches.

RTG has created resources which use the influence of football to promote reading – these include a Match-of-the-Day style DVD (sent to 22,000 state schools and 2,000 public libraries) and posters featuring England players reading. Between 2005 and 2007 RTG has reached nearly 25,000 children and nearly 2,500 adults. RTG is already working with cricket, rugby, wrestling and motor cross. In the lead up to 2012 there are plans to broaden the engagement with an increasingly wide range of sports.

**Above:** Rio Ferdinand and some of the young participants of the Reading the Game project

# Bringing Hidden Lives to Life

School: The Charter School  
Archive: The Children's Society Archive  
Library: Dulwich Library, Southwark  
Author: Julia Green



In this work the hand represents the things we hold over our heart.  
The second pair of eyes represent his father's gaze.  
The grave represents his mother's death.  
The hair, an upside down fire light in darkness.

All of these things are in a relationship with the story.

By Niles Simons

It was good and fun it's better than School. The reading group good. Vlash

Brian Beacroft

Jacob Howard's Life

Just another day, nothing changes  
Always shouting, swearing, fighting  
Can't you do anything right you little  
Oh if I could get away from this  
Become what? What can I become?

Hate this life wish I was dead  
Only if I could get away  
Where would I go? Don't know anything  
Anywhere, where's anywhere?  
Right away from this place, this life.

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## TWIN'S STORIES

Tina Malone

### Chapter One The c...

On the day previous  
This is the strangest  
My name, is I  
has got closer to  
my friends and  
unhappy and  
I have never  
Although it was  
decided you will  
know me. This is  
get the secrets of  
"I know I could  
could read it and  
"I also rely on  
manager so we as  
mean, be a manager  
instead of someone  
story of my teeth





**Case study:**

**Young Cultural Creators**

Stories and art provide us with powerful tools that can help us understand and engage with the world in new, exciting and creative ways. By helping young people to make use of these tools, *Young Cultural Creators* aims to enhance their opportunities for personal, academic and social development.

At the heart of *Young Cultural Creators* is the experience of visiting a gallery, museum or archive to share an exploration of art and story with a children's author – a magical journey. Follow-up in the library and classroom allows the children to develop their own work with confident and creative self-expression.

At the Royal Geographical Society students from St Saviour's and St Olave's school in Southwark explored the theme of inner and outer journeys. What motivated and still motivates people to climb mountains, and discover new places. The theme is reflected in

Tim Bowler's novels: *Frozen Fire*, *Apocalypse* and *River Boy* which explore the concept of personal inner journeys. The students explored the subject through archive materials relating to Scott and Amundsen including their provisions lists, letters, photos, utensils and clothes.

The programme now runs across three regions. MLA London sustains their programme in a partnership with the British Council on its website, opening up the programme to libraries, schools, museums, archives and galleries all over the world.

**Left:** Participants in Young Cultural Creators perform some of their work at London's City Hall

Showcasing the cultural wealth of London and the regions to an international audience.

### Vision

To showcase the cultural wealth of London and the regions to an international audience through engagement with the tens of thousands of non-accredited media who will visit Britain during the Olympiad and the Games.

Official media access at the sporting events of the Games is strictly controlled, and only accredited journalists gain access to official venues. However, previous host cities have offered significant support to non-accredited journalists, because of the golden opportunity this provides to project the brand values of the Games in a wider cultural context, and to showcase the events being held to mark the Cultural Olympiad.

However, their experience suggests that London should seek to set a new standard for the management of this function which the MLA sector is well-placed to support.

### The Programme

Plans for *Information Hubs* are at an early stage. MLA intends to develop this project in partnership with key agencies – including DCMS, LOCOG, GLA, Visit Britain, Visit London and regional tourist agencies, 24 Hour Museum, Regional Development Agencies and Cultural Consortia, London Higher and HE institutions. It will provide opportunities for the cultural sector to promote activities and extend a welcome to visitors and journalists, at the same time supporting projects such as the *International Exhibitions Programme* and *The People's Record*.

The ambition is to create a network of Non-Accredited Media Centres (NAMCs) in London and the English regions with a main centre in London. These will provide an intelligence base for information about the Cultural Olympiad and the culture, heritage, and society of London and the UK. HE institutions could provide accommodation as well as library and networking facilities.

We would also work with museums, libraries and archives to identify and support 'citizen journalists' from all areas of the community in creating stories of local interest relevant to the Cultural Olympiad to appeal to an international audience.





Targets

- To ensure that non-accredited media have the widest possible access to information about the UK before, during, and after the Games and Olympiad.
- To involve the general public, including young people, diverse communities and people with disabilities as 'citizen journalists', generating stories for the project.
- To increase awareness of and participation in *Setting the Pace* projects and other Cultural Olympiad programmes.
- To raise the profile of the MLA sector with and through the national and international media.
- To secure a role for the HE sector in providing support for non-accredited media.

Above: The 24 Hour Museum is the UK's national virtual museum

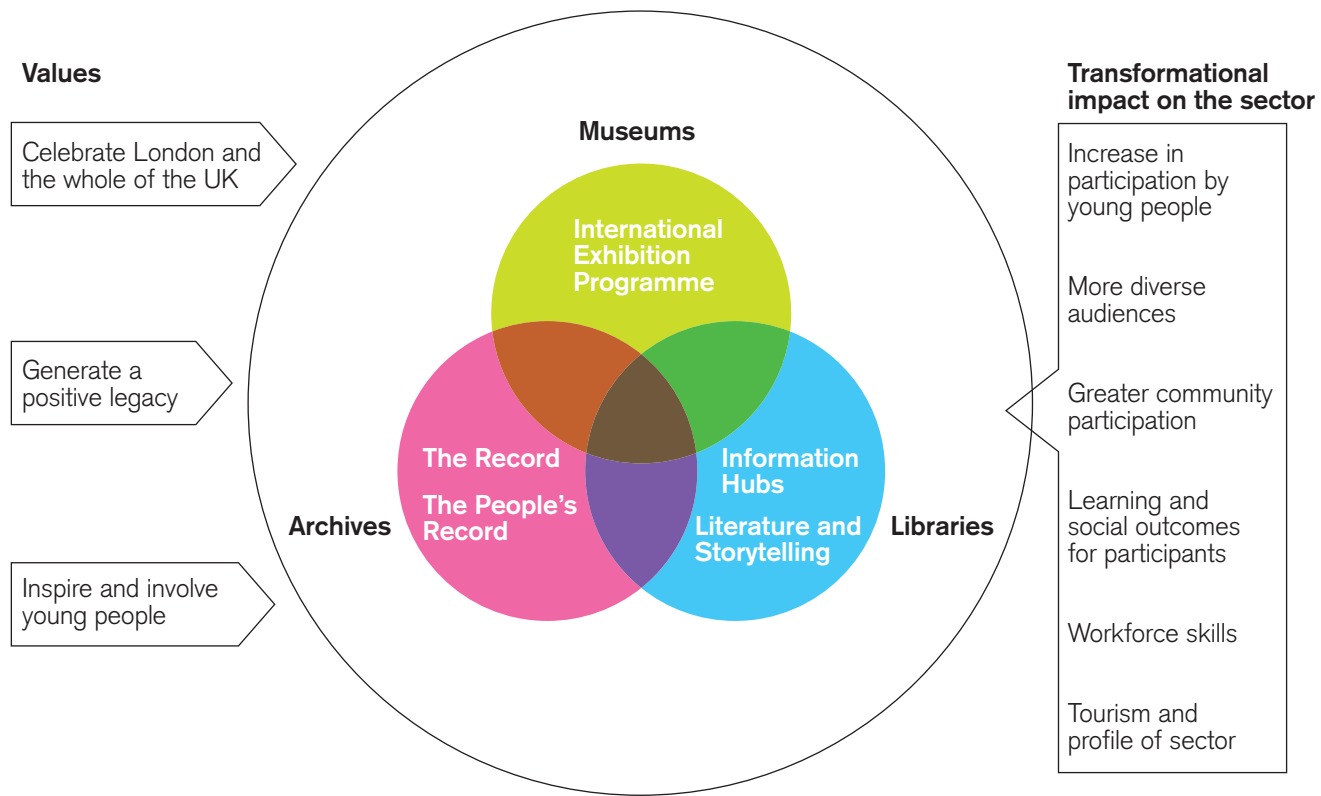
# Sector Transformation

## MLA Partnership Vision for 2012

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We will champion the development of collections, audiences and workforce so that the 2012 Games will be a transformational event for the sector and our users.

**Right:** A young visitor admires a display of training shoes at the Birmingham Museum and Art Gallery





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