



Project Document Cover Sheet

ELL2012 - Final Report

Title Page

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Members of the Project Management Board: Chair ELL2012 Project Director Professor Andrew MacDonald; Creative Directors: Gurdish Sandhu, Professor Gavin Poynter, Dr Iain MacRury, Professor Adrian Renton, Kevin Sheridan: Project team: Dr Mary Smith & Hazel Macleod, and formerly Rachel Graham

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1.0 Executive Summary

The East London Lives 2012 project was funded by the JISC between October 2008 and September 2009 to create digital resources relating to the hosting of the London 2012 Olympic & Paralympic Games in five London boroughs, known as 'host' boroughs (Greenwich, Newham, Tower Hamlets, Waltham Forest, and Hackney), and to establish a web platform, a 'digital archive', to disseminate this material.

The East London Lives 2012 project team carried out research in the five London boroughs, and made them accessible using two web platforms, one for collaborative use, exploiting web 2.0 technology. Our end result met the major aim of establishing a cross-purpose platform for the dissemination of information on the Games.

The East London Lives 2012 project has created or archived 700 items relating to the hosting of the Games and community opinion in East London. The site contains material on five host boroughs relating to health and wellbeing and social regeneration, published documents on London and development, and audiovisual files showing highlights of focus groups with various people in the five boroughs, for example, young athletes. It also suggests relevant sources and provides guides to the material. A significant contribution to the field of Olympic Studies has been made and interest generated in the field.

The project has been an excellent example of collaboration between schools and services, and has demonstrated that primary research sources can be created to be used for teaching and learning without high costs to the researchers.

The project has proved the role of the Library and Learning Services, as well as systems teams and digital media, in supporting research and facilitating improved access to data, as well as raising the profile of different fields (as above, Olympic Studies).

The project has explored open source and other content management and web platform providers. Using web 2.0 functionality in partnership with comprehensive resource discovery engines has increased our provision of multi-access points and ways of disseminating information, as well as increasing community engagement.

The project is also one of the only 'living' archives in existence, attempting to map the everyday impacts as they happen with a mandate to feed contemporary material into a web platform on a regular basis. As a result it touches on several key sustainability and quality assurance issues that may not affect projects seeking to archive wholly historical material.

For example, it may be advisable to develop a different QA approach in the adoption of different mixes of material – the site became more than an archive, being a data repository, a library and a community-focused website. However, having all three is considered very useful and contextualising.

Most significantly, this project puts the focus firmly on those thought to be most affected by the Games, the surrounding community, and asks for their viewpoints and experiences of the Games. In doing so it raises the profile of various institutions such as UEL and the JISC, and highlights forms of media and communication for local people as well as widening participation.

As a result we see scope for this mode of engagement: using quality archive material combined with an element of user generated content via workshops and focus groups as a potential model for projects that seek to reflect or engage with contemporary events and ephemera.

2.0 Background

In the past two years the Library and Learning Services (LLS) at the University of East London (UEL) has undertaken innovative HE digitisation and digital resource projects, the East London Theatre Archive (ELTA) and the Research Open Access Repository (ROAR) projects, both JISC funded. This interest met with academic need to establish a study of the impacts of the London 2012 Olympic and Paralympic Games in East London. Researchers at the London East Research Institute at UEL had been writing about the possible legacy from any games since the bid for them was won in 2005.

UEL is based in the London Borough of Newham, in which 60% of the 2012 Olympic Park will be based, and inevitably will be closely affected by any developments, as well as benefit from any local improvements. In general however, the project initiators noted that there was a lack of knowledge about the longitudinal impacts of hosting Olympic Games in previous host cities, and a lack of readily accessible information about them. A longitudinal study of the Olympic and Paralympic Games is important because the Olympics is a mega-event. Mega-events are known to have impacts in every area of host city (and sometimes country) life (Roche 2000:1; Swart & Bob 2004). Since 2004 the International Olympic Committee has requested Olympic host cities to complete an Olympic Games Global Impact report, which analyses impacts in several areas. Building on previous work carried out by the project's Creative Directors at UEL in several areas - health and wellbeing and the Olympics and regeneration - the project has established study of relevant areas that have formerly been under-explored by academics and thus under-resourced. As such the project creates resources in this under-resourced area of Olympic Studies, providing a guide to the relevant impacts.

3.0 Aims and Objectives

The key aim of the project was to create a pilot digital archive known as *ELL2012*, to be a thematic cluster of digital resources about the hosting of the Olympic and Paralympic Games in London. The overall project would demonstrate that it was possible to provide data on all of these concerns, and make the data available to the community via a web platform. To do this the project team would carry out research in identified areas, manage digital curation of the resources created through research and establish a web platform for the dissemination of these resources. The consolidation of free access to this repository of information would be unique, showing that primary resources about the Olympics could be created and showcased.

To date the project team has met this major aim and made few alterations to objectives:

1, carrying out research in different areas (including the specified areas of health and wellbeing and community engagement). Data is made available through the project website, the university's library catalogue project and institutional repositories, and Master copies are available from the university archive by request (l.homer@uel.ac.uk)

2, establishing a web platform for open access of the research data created above

3, aiding knowledge transfer by providing information which is either hard to reach or otherwise at risk of not being recovered at all. In researching for the last year in five London boroughs, the project team has created data and resources which otherwise would have been lost, and preserved access to public documents on London

KEY OBJECTIVES and how we have met them

1. *To monitor and create documentation on performance related indicators of the above*

Four themed briefs or guides to content on performance indicators which act as guides to the resource

2. *To provide data on community development that would not otherwise be recorded and recover sources otherwise in danger of being lost and 3. to provide a multimedia resource on the Olympics in London*

Research has been carried out with local people (through a focus group forum and oral history recordings, community participation events). The research was filmed or recorded in audio and transcribed, and rendered to Master and Delivery versions.

4. *To consolidate research sources on the Olympics by digitising and cataloguing them for open access web use*

Research has been captured in digital format and curated, and catalogued using Primo for heightened resource discovery. An open access licence has been formulated to allow open access and usage rights

5. *To support teaching and learning in the academic community*

The archive project has established an Olympic Studies module which ran in the spring term 2009, and will run again in spring 2010. The archive also supported the 'Reporting the Olympics' Module in spring 2009. More broadly the archive has created resources to be used by the wider academic community in teaching and learning

6. *To share information (knowledge transfer) with the wider community*

Information has been made accessible through the website; the project director and project manager have both acted as project ambassadors to share knowledge with the local and wider community

We have made additions in the course of the project: we have built on wider interest to create a collaborative platform to sit alongside the digital archive for members of the community to use and give their own viewpoints on the Games.

4.0 Methodology

The JISC Project management toolkit [2] was used for the project organisation, and research planning methodology was also employed. The project management tasks were performed by the Project Manager (appointed from October 2008 to September 2009). The project plan was developed in accordance with the Creative Directors and the Project Management Board. The Project Manager reported to the Project Director, by whom work was ultimately reviewed, and reports were made back to the Project Management Board and Advisory (Steering) Group.

The Project was organised in 9 phases / work packages:

1. Planning Phase
2. Legacy Indicators
3. Research phase
4. Building archive
5. Populating archive
6. Piloting archive
7. Stakeholder consultation/ evaluation
8. Dissemination
9. Close of project

Project Organisation: The following project groups were established:

Project Management Board: Chaired by the Project Director, and attended by Creative Directors and the Project Manager and Project Officer. The purpose of this group was to provide consensus about decisions, to oversee the development of the project and agree standards and provide the Project Manager and Officer with support.

Advisory Steering Group: chaired by the Project Director, attended by members of the project management board, project partners, funders and various representatives of relevant external organisations related to Olympic Study. The purpose of the group was to advise on the findings of the project and project development.

5.0 Implementation

Project Planning

The project plan was developed from the project bid which was to provide a front end to an institutional repository. There were two aspects of the bid: the first, to create, catalogue and archive research data and the second to provide a web platform to host this research data.

Lessons Learnt: the initial bid was ambitious to deliver in a year, given the varied areas of content to be created and curated, and developing a digital archive in a short timescale.

Research and Content base

Work was done to rationalize the research process in particular, revealing two main elements. The first, to curate and catalogue pre-existing material on health and wellbeing available through the Well London Alliance project and the second, to carry out 'demonstrator' research on community development through focus groups and oral histories. Key themes were change, community ownership and recreation. The primary research would be demonstrative, in that there would not be large amounts of data created, but enough to show change, and to act as a test bed to measure interest in this area.

The Well London Alliance project was a consortium of different organisations involved in research and intervention in 40 London boroughs on the subject of health and wellbeing. The major part of this project took place 2007-2009. This project captured and initiated policy interventions and community feelings. Work would be done by the ELL2012 project team to select relevant material relating to the five host boroughs. The team chose 50 objects relating to the five host boroughs that were part of the contemporary research strand.

The project took a multidisciplinary methodological approach to research in East London. The project team identified five London boroughs in which to carry out research and concentrated on two key areas named as 'legacy' themes for 2012. These were in the areas of 'health and wellbeing' and 'social regeneration/ community development'. By concentrating expertise in those areas in the first year, the aim was to provide a foundation to support further and broader academic work.

The guiding principles of data collection were that primary research carried out specifically *for* the archive would provide a background and context through community consultation research, ensuring that any measurements were:

- clearly defined and facilitate comparison
- susceptible to capture over time
- capture data to inform the development of policy making
- capture data to indicate the impact of policy interventions

Planning included agreement of all involved in the 'creation' of data and resources to assign intellectual property rights and copyright to UEL from the start, and retrospective consent was not engaged in for any participants.

Lessons Learnt: Research in practice

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Date:

The Creative Directors' mapped research and legacy indicators; for the focus groups there was a separate research team established carrying out research including an audio visual expert and a research fellow. The project team (manager and officers) carried out the recruitment for and so 'created' the contact base for the research participants. Participants were sought for filming focus groups which would provide current context to statistical information and community developments; and for oral histories which would provide historical context and comparative study. Overall over 100 people from the surrounding five borough communities took part, and ten members of staff at UEL were involved in the process. This was a challenge to deliver in such a short timescale and impacted scalability, as in order to provide different kinds of research and experience less of each sector had to be engaged with. However, each year of research from now on may include those same participants and so be more straightforward. This has shown us how useful this type of project is.

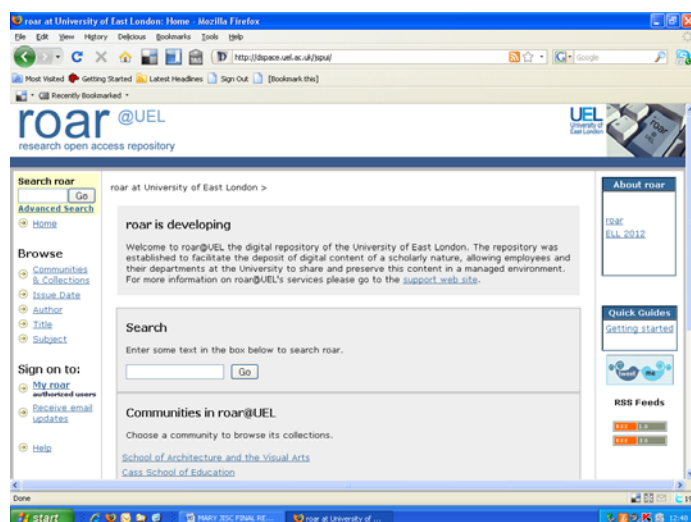
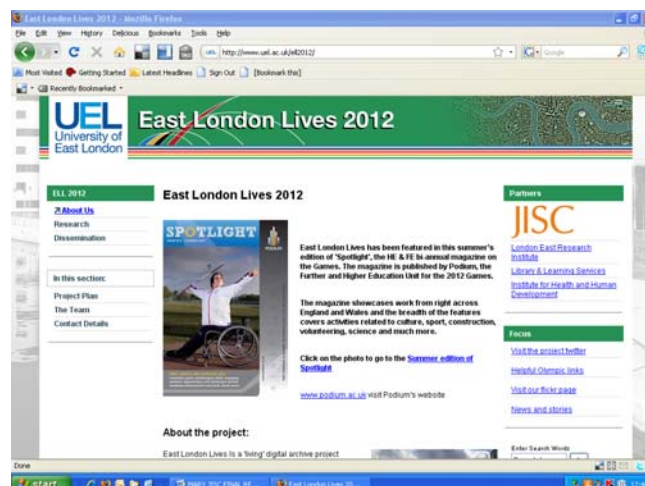
Lessons Learnt: The research process is always unpredictable, and it was hard to contact and recruit participants as well as organize other aspects of the project delivery. This had a knock-on effect on timing and the delivery of the research resources in terms of digital curation, and work-packages and end delivery. However, the research process carried out during the archive's delivery and one year time frame provided exciting contextualising and contemporary content to the majority of the content which was pre-existing content delivered to the digital archive.

Web platform design and realization

The initial methodology in the project application was to provide a front end to an existing repository project at the University of East London (ROAR, previously funded by JISC).

The user interface of the archive was to be developed as a specific sub-site of the UEL institutional website with a dedicated URL www.uel.ac.uk/ell2012

<<http://www.uel.ac.uk/ell2012>>* with an emphasis on producing a visually attractive user-friendly appearance (see picture right). This has remained as UEL's holding website for ELL2012 and will remain after the project finishes. The project is also referenced by the Library and Learning Services website and by the London East Research Institute website.

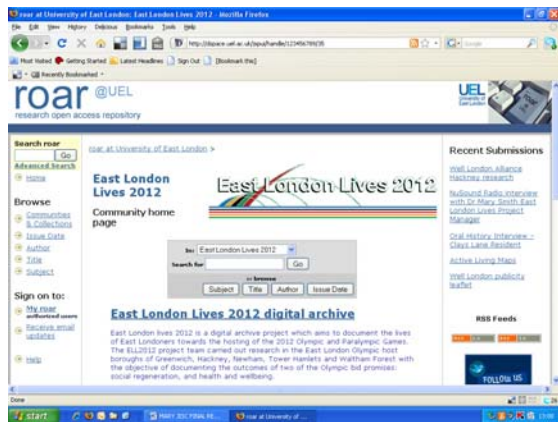


Initially it was planned that the front end would link into the institutional repository at UEL, developed to host published material by UEL academics. This uses DSpace open source software (see picture).

Various issues with the adoption of DSpace for non-published material and multimedia files became apparent which made us doubt it was appropriate for this kind of project, one which relied on a strong web presence and was not a traditional archive model of historical material. DSpace could not stream

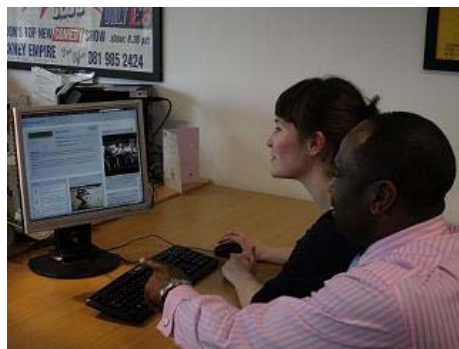
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multimedia files easily and there was a lack of institutional storage space available for large multimedia files; its interface could also be counter-intuitive.

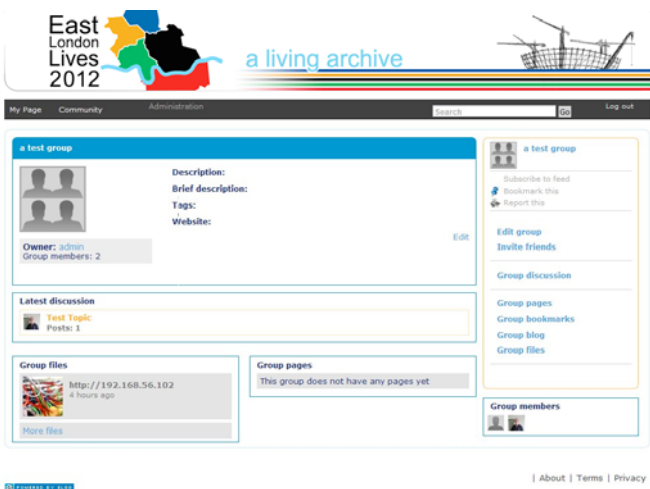


The team wanted to continue to use DSpace and decided to keep its own 'community' in DSpace (see picture) for published material, and to further experiment with front ends and enhancing interactivity.

Next the team turned to ELGG, an open source content management system which was being trialled by the School of Distance and E-Learning as an alternative to the institutional Virtual Learning Environment (Blackboard). This was partly because it would allow us to explore web 2.0 technologies.



ELGG is a social networking environment which would facilitate community engagement through sharing files and thoughts and viewpoints, thus adding to the research software. ELGG was road-tested by the UEL Systems team before use and in principle agreed by the project board (see picture).



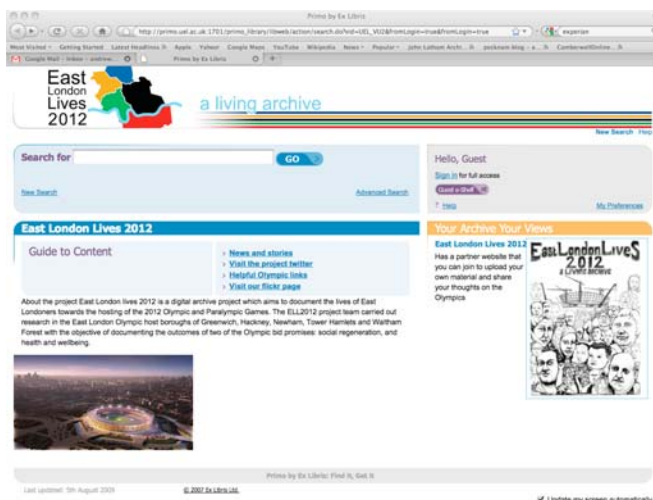
We found that initially ELGG was an excellent environment for user interaction and the display of multimedia content but lacked the sophisticated search tools required for an archive. Originally we started with ELGG 1.3 and then upgraded to 1.5 which was launched without bug testing. We hence adopted some of the issues inherent to new software and technology. 1.6 was launched in late September 2009 which offered bug fixes and new functionality.

In our original adoption it became apparent that the search facility and the metadata created would not be appropriate for adoption by an archive project. However, ELGG did offer functionality that other open source software could not: the ELGG site allowed users to have their own profile pages, to collate site information and to upload or embed files. People could communicate with each other, and most interestingly, the hierarchy of the site was mapped by users. Users would create pages and content, which did not allow us to control any of the content. Given the quality assurance issues inherent to this, we found it difficult to establish how we could keep certain kinds of content at the top of searches and create a clear distinction between UEL and community generated content. Would we also be responsible for all content?

This meant that the community could contribute content and help map any changes in East London toward the Olympics. There was a great amount of community interest in the potential of ELGG, and given the web 2.0 functionality, the team decided to keep the ELGG site.

Since the adoption of ELGG the team employed a new web programmer who was able to make changes to the core ELGG site. He was also to work within the ELGG community, sharing any of this developments and asking for additional plug-ins or changes from others. This was key to the reason we wanted to adopt ELGG and he found it a useful experience. In early September 2009 he also found a very recent plug-in that allows for text searching across the whole site which has enhanced ELGG delivery of content. We made a decision to embed only video content on ELGG because our next option, Primo (see below), could not deliver video.

At the same time the library implemented the new library management system and Resource Discovery System (Primo) by ExLibris. Primo – a federated Resource Discovery System - presented attractive options for the ELL2012 archive hosting and searching, because up to 250 different front ends could be used by an institution, which could search different server directories and networks. Primo was used for the library data management system and its resource discovery, which also worked on the basis of serendipitous discovery by suggesting other searches or resources. This would mean that our staff and students would be familiar with Primo and how to use it. The team developed and enhanced some aspects of Primo for ELL2012, such as providing external pages in similar formats, and decided that given broader community interest in the collaborative platform, both platforms would be used in tandem. The idea was to exploit multi access points, meaning that resources could be accessed in different ways.



We have also been able to invest in BX by Primo, which offers a resource discovery suggestion service similar to iGoogle and Google searches.

Therefore the URL is:
www.eastlondonlives2012.net

Lessons learnt: it might be advisable to put emphasis on in-house web development and providing technical support for the project team, as well as providing an infrastructure to meet the purpose of one project, or in particular to use a data repository.

6.0 Outputs and Results

- 30 delivery versions of Master copies of filmed focus group: research with participants was filmed and Master and delivery versions were created in MPeg4
- 10 oral history recordings with varied members of the community on historical issues: relating to the Olympics in London over time, or sports and historical interventions or on the East London area before Olympics-related development. The oral histories provide mixed research and content data and provide comparative context for the contemporary research outputs. 10 transcripts of the full or edited recording were also provided
- 560 Greater London Authority published documents (with additional documents to be added as they are published)
- 50 Well London Alliance documents (with an additional 150+ to be archived on other London boroughs)

- Dedicated Primo platform for ELL2012 to access resources using the Research Open Access Repository (institutional repository) server
- Collaborative web platform 'powered by ELGG' to move onto ROAR server
- The Greater London Authority agreed to license published documents to East London Lives 2012 (only, in perpetuity). This represents additional content that was not expected and offers potential content year on year

7.0 Outcomes

1. resources have been provided relating to the Olympics and East London - *achieved*

2. a digital archive has been established - *achieved*

This resource will benefit the local community and is being used in undergraduate teaching at UEL. It has also developed expertise in house at UEL as members of the LLS Systems team have been involved in its implementation, meaning that year on year, expertise and involvement in such projects will grow.

3. Olympic Studies Module – *achieved*

An initial 'Olympic Studies' module has been held in the Spring term of 2008 at UEL, led by Dr Iain MacRury, and is set to run each year. The module has been popular in this initial year and students will benefit from it. The module is planned to become a digital resource, going online in 2010. There will also be more use of the archive in the module for teaching and learning, as well as coursework. The project will also support another related module 'Reporting the Olympics'

4. Research and collaborative partnerships have been created in the Olympic Studies field – *achieved*

There is much wider community interest in the findings of the project and in meeting to discuss Olympic impacts

Additional project outcomes

1. Collaborative platform.

We depend on the local and wider community to be interested in the potential of our platform for collaborative work in order to make it a success but it will be used in teaching. We hope that it will act as a hub for Olympic studies and that in the future people will use it to work collaboratively.

2. The Project team also made use of cloud computing by hosting content on You tube and Flickr, and by using Twitter for dissemination

3. Creating partnerships in and with the local community

4. Creating a sustainable storage solution for the university

8.0 Sustainability

To aid sustainability the project team submitted a bid for internal funds, raising additional funds to contribute to a long term storage solution. The university bought a Sun 7310 flash-powered storage system using some of these funds. The Sun 7310 is ideal for rapid data growth and storage management. It can be up-scaled to 96 terabyte. This solution will meet the future requirements of the ELL2012 archives and other LLS archives, and provides a solution for other multimedia projects at the university as well.

The Systems Team has developed competence and interest in developing and managing large digitisation projects. After the project development phase they will continue to administrate the archive in its development under the guidance of the LLS Collections Development Manager. The Research Support Librarian will assist in maintaining it and liaising with academics on research input and digital

curation. The Assistant Electronic Resources Manager will aid its design and usability testing. The Assistant Systems Manager currently administrates file storage and access to the server in liaison with IT.

9.0 Conclusions

Conclusions from the project are that there is much wider community interest in the establishment of a 'living' archive project, which allows for collaboration. There is also interest in what happens in London towards the 2012 London Olympic and Paralympic Games, enough to invest in this project in the long term until past 2014. The amount of interest generated through academics means that content will continually be uploaded into the archive.

10.0 Implications

A key implication of the work carried out this year in the pilot demonstrator phase is to reveal that research carried out for the sole purpose of being open access and considered data can be achieved in each field. This suggests that it is possible to embed an open access approach in research practices.

The next is that it is possible to establish a 'living' archive, but that various technologies and different approaches to standards need to be adopted to do so which may be slightly different to the development of a digital archive concentrating on digitizing historical material. For example, a living archive may work best as a collaborative tool with community members providing input; or it needs a larger research team in its first year plus administration (project manager/officer) to provide enough resources for interest and manage the curation/ archive set up period. This will inevitably impact on quality assurance and standards, but also rationalises the process, as metadata is created as the 'living' data is created. The living archive then begins to bear resemblance to a data repository if it takes a solely academic route, otherwise it takes shape as a community hub.

This work could be further enhanced by a phase 'rolling out' and embedding the archive on its launch, and additional funding to support its development over the year. While the archive will continue to operate, it may be advisable for other 'living archive' projects to have a longer period of development, with dedicated support. Though the Library and Learning Services System team will oversee, administrate and encourage use of the archive, a dedicated project manager until 2014 to record 2012 pre & post activities would be a tremendous help in further shaping ELL2012 and supporting the university's research activities towards and about 2012. Nonetheless institutional support is strong at UEL for the archive and academics are committed to continuing to input research.

11.0 References

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Roche, M 2000 'Mega-Events and Modernity'. London & New York: Routledge