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**Further information**

JISC, British Library, BBC, National Health Service, Becta, and Museums, Libraries and Archives Council working together to fully realise the potential of e-content for all users. For more information on the Strategic Content Alliance, please visit:
www.jisc.ac.uk/contentalliance

Strategic Content Alliance updates in brief**New publications**

The Alliance has developed a range of materials aimed at improving professional practice in fields such as business modelling, licensing and audience analysis. These materials, which include reports, briefing papers and how-to guides, have been produced by leading experts in collaboration with practitioners, and will go through an acceptance testing process in workshops across the UK throughout the summer. You can view and download these materials on the Alliance blog:

<http://sca.jiscinvolve.org/publications>

Introducing Digipedia

Digipedia is a prototype moderated wiki that synthesises and presents the vast range of information sources on the digital life cycle, from government reports to pertinent blogs, in one place in order to guide both the practitioner and the policymaker. Additional development work and beta testing will be carried out during the summer but the prototype can be explored at:

<http://beta.digipedia.org.uk>

UK Orphan Works Survey

The first UK-wide qualitative and quantitative survey of orphan works launches this month. Co-funded by the Strategic Content Alliance and the Collections Trust, it is representative of the UK public sectors and will help to inform debate on copyright exceptions through empirical research. It can be used to provide evidence to the UK Intellectual Property Office and EU Commission.

Forthcoming events**Strategic Content Alliance summer outreach workshops, June–July, UK-wide**

The Strategic Content Alliance is delighted to announce a summer of outreach and 'acceptance testing' workshops all over the UK. These events will attempt to deliver enhanced professional understanding, as well as the opportunity to evaluate and critique particular areas of Alliance work, including: audience analysis; business modelling; IPR; and Digipedia. These workshops are designed to appeal to anyone involved in the digital content life cycle from creation to curation, from conveyance to consumption. Find out more at: <http://sca.jiscinvolve.org/events>

Search engine optimisation/internet marketing workshops, July

Due to the huge popularity (with a waiting list of 287 delegates!) of the search engine optimisation/internet marketing workshop held in London and organised in association with the Canadian Heritage Network (CHIN), the Strategic Content Alliance is now planning similar two-day workshops in Belfast, Cardiff, Edinburgh and London. These workshops are aimed at improving online presence of a collection, archive or organisation through simple and inexpensive techniques to boost a collection's web visibility and consequently traffic to the website. Find out more at: <http://sca.jiscinvolve.org/events>

Recent events

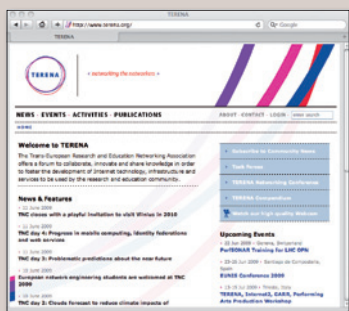
e-Content Symposium, 28–29 April, Oxford



The Alliance brought together chief executives and senior directors representing some of the world's greatest collections to explore the emerging trends, policies and strategies amongst e-content developers in the networked environment. Read the full report on page 8.

TERENA, 15 April, Paris

The Alliance presented on its work and audience analysis at the Trans-European Research and Education Networking Association (www.terena.org). Members of TERENA were particularly interested in how they might participate in the Alliance, as well as being kept up to date with developments in the Digipedia and Alliance events. Business models were of particular interest to the group, especially in terms of the work with case studies.



News

JISC news

Digital Content Conference, 30 June–1 July, Gloucestershire

In the context of the completion of the second phase of the JISC Digitisation Programme, this two-day JISC conference will explore the issues facing the UK's colleges and universities as they deal with creating, delivering, sustaining and using a range of digital content as well as looking into future opportunities and challenges.

Find out more and register at: www.jisc.ac.uk/events/2009/06/digitalcontent

Opening digital doors

At JISC's annual conference in Edinburgh, the new chair of JISC, Professor Sir Tim O'Shea, put forward his vision of how JISC can help colleges and universities fulfil their missions, achieve value for money and support their research base. Keynote speeches were given by Lizbeth Goodman, chair of creative technology innovation at the University of East London and Ewan McIntosh, Scotland and Ireland digital commissioner for 4iP at Channel 4 (these addresses can still be seen at:

www.jisc.ac.uk/jiscconference09). The conference also topped the global Twitter chart on the day.

Classic sounds

Nearly 1,000 historic classical recordings, from Bach to Brahms, are now freely available online, thanks to the British Library's JISC-funded Archival Sound Recordings project.

<http://sounds.bl.uk>



Sir Tim O'Shea speaks at the JISC conference.

UK news

Digital Britain: stakeholder responses

The Digital Britain report published by Lord Stephen Carter states the government's commitment and ambition 'to secure the UK's position as one of the world's leading digital knowledge economies'. The report refers to the need to 'make some changes to the legislative framework around copyright licensing, to tackle the problems such as those surrounding the use of so-called orphan works' and 'to invest in research and innovation to enable a Digital Britain'.

Dr Malcolm Read, JISC's executive secretary, responded: 'We welcome the report's references to innovate and to change current copyright laws which we hope will avoid the real risk of there being a 20th century black hole of online content as highlighted in the recent 'In from the Cold' report.... However, the report needs to go further to highlight the issues around open access, open innovation and network capacity to be able to support a digital society.

Dame Lynne Brindley, chief executive of the British Library, urged the government to address three critical pillars of digital research and education: the need to digitise the 'goldmine' of content held by national institutions; the need to update the UK's intellectual property regime for the 21st century; and the urgent need to develop digital literacy skills for all. www.culture.gov.uk/what_we_do/broadcasting/6216

Government launches learning revolution

The government has launched the informal adult learning white paper *The Learning Revolution* to inspire and increase opportunities for learning

for pleasure. Key elements include a £20m transformation fund to support the development of new adult learning partnerships and innovative ideas. www.dius.gov.uk/skills/engaging_learners/informal_adult_learning/white_paper

Shelf service

The UK Research Reserve (UKRR) programme has been launched to safeguard the long-term future of printed research journals. The British Library will store low-use journals for the HE community and make them accessible to researchers using state-of-the-art ordering and delivery systems. By the end of the five-year HEFCE-funded programme, 100km of shelf space will have been released, amounting to capital savings of £29 million. www.ukrr.ac.uk



Guardian opens up

In a beta trial, the *Guardian* has opened up its content database and a collection of data sets to make it easier to build applications for the web using its data. Users can find useful data, download it and integrate it with other internet applications. So far, apps based on spreadsheets of MPs' expenses have proved popular. www.guardian.co.uk/open-platform/what-is-the-open-platform

Open database license

The Open Knowledge Foundation (OKF) has adopted the Open Data Commons project and a new Open Database Licence is now in beta. www.opendatacommons.org/licenses/odbl

BBC partners with BFI

The BBC is to team with the British Film Institute (BFI) to boost public access to their respective radio, film

and TV archives. According to the BBC, the agreement will explore new ways of making archive content and material available to audiences across the UK, across a wide range of distribution platforms. It will also develop an industry standard approach to the management, storage and distribution of archive content. www.broadcastnow.co.uk/news/2009/03/bbc_teams_with_bfi_to_open_archives.html

Hotspots or notspots?

A BBC-commissioned survey has found that about three million homes in the UK have broadband speeds of less than two megabits per second (2Mbps). They are not limited to rural communities, with many in suburban areas and even streets in major towns. <http://news.bbc.co.uk/1/hi/technology/8068676.stm>

Becta looks to the future

Becta is publishing the second volume of its *Emerging Technologies for Education* paper. This document considers how emerging technologies may impact on education in the medium term. The publication includes articles looking at the potential for technology to transform our ways of working, learning and interacting over the next three to five years. <http://news.becta.org.uk/display.cfm?resID=31584>

Crying wolf?

Semantic search engine Wolfram Alpha has gone live and received a mixed response. Hailed as a rival to Google, it aims to give people direct answers to queries rather than sending them to other sites but has been criticised for being too US-centric. It was launched at Harvard but is the brainchild of British-born physicist Stephen Wolfram. www.wolframalpha.com <http://news.bbc.co.uk/1/hi/technology/8055160.stm>

International news and events

World Digital Library launches

The World Digital Library (WDL), a website that offer free public access to unique cultural materials from

libraries and archives from around the world, has been launched by UNESCO. The site includes manuscripts, maps, rare books, films, sound recordings, and prints and photographs and functions in Arabic, Chinese, English, French, Portuguese, Russian and Spanish. Examples of treasures that will be featured on the WDL include oracle bones and steles contributed by the National Library of China; Arabic scientific manuscripts from the National Library and Archives of Egypt; early photographs of Latin America from the National Library of Brazil; the famous 13th-century 'Devil's Bible' from the National Library of Sweden; and works of Arabic, Persian and Turkish calligraphy from the collections of the Library of Congress. www.worlddigitallibrary.org/project/english

Open Access to education in Italy – and elsewhere

Federica, a comprehensive e-learning portal established at Federico II University in Naples, Italy has launched its 2.0 version. It now offers over 100 courses and online content includes more than 2,000 lessons, 1,600 documents, 20,000 images, 300 videos and 600 podcasts. Each online course provides access to lesson abstracts, research material, multimedia resources, and video and audio files. www.communia-project.eu/node/214

Europe leads the way

Making Europe the world leader in ICT is the goal of a new strategy recently proposed by the European Commission. The strategy calls on member states and industry to pool resources and work together more in ICT research and innovation. http://ec.europa.eu/information_society/tl/research/documents/ict-rdi-strategy.pdf

Digital libraries a la carte

28 July–5 August, Tilberg

Ticer's annual international summer school for librarians and publishers will be held at Tilburg University in the Netherlands. One-day modules on offer include Tomorrow's Library Leaders; Institutional Repositories; and Libraries and Research Data. More information available at: www.tilburguniversity.nl/ticer/09carte

Naomi Korn's IPR roundup



IPR and licensing challenges

Intellectual property rights (IPR) and licensing issues will be central to the creation, sharing and delivery of e-content, among sponsors of the Strategic Content Alliance and other public-sector organisations. In typical circumstances where public-sector bodies are likely to generate their own IPR, as well as be responsible for providing access to IPR owned by third-party rights holders, it is important that these issues are addressed in order to maximise opportunities and also remove potential barriers in the sharing of e-content within and across the public sector.

Specific challenges associated with IPR and licensing include:

1. The complexity of rights and permissions associated with the broad range of e-content held by public-sector bodies.

For example, public-sector bodies typically encounter, own and generate a combination of both born-digital and digital surrogate material. This can include:

- Research data and derived data
- Photographs and images
- Audio visual material such as broadcasts, footage, sound recordings and film
- Journals, books, newspapers, policy documents and other print material

- Ephemera (postcards, posters, flyers etc)
- Archival and unpublished material such as manuscripts, letters and diaries
- User-generated content
- Databases
- Multimedia

Much of this content, particularly in digital form, will combine various different varieties of content-types. In these cases, the length of copyright protection and the likelihood of mash-ups and creations of media-rich works, will result in multiple layers of rights, owned by a diverse range of rights holders located across international jurisdictions.

“The necessity for succinct processes, documentation and staff awareness to manage such issues, means that access and use of e-content may not always be optimised.”

2. The necessity for succinct processes, documentation and staff awareness to manage such issues, means that access and use of e-content may not always be optimised.

For example, in order to provide online access to their collection, including work that may be in copyright, practitioners will need to know:

- To whom should they ask for permission?
- How should they be asking for permission?
- When should they be asking for permission?
- What types of forms and permission agreements should they be using to seek permission?
- How should they be managing the rights and permissions once granted?
- What should they be doing if they are unable to seek permissions?

3. The growing and unresolved issue of culturally, historically

and academically valuable works, usually of low commercial value, for which the rights holders are unknown or cannot be traced (so-called 'orphan works').

For example, a recent survey of 503 respondents across the public sector, carried out by the Strategic Content Alliance and the Collections Trust, as part of the In From the Cold project surveying the scale and impact of orphan works across the public sector, has revealed the figure to be around 5–10% of all work. Conservatively extrapolated, this would amount to approximately 25 million orphan works across the cultural heritage sector alone.

4. The resource and administrative implications of rights management across the public sector.

For example, evidence pulled from case studies commissioned by the Strategic Content Alliance mapping the flow of content, rights and value across a number of public-sector bodies, has revealed that in most digitisation projects, the costs of identifying and negotiating with rights owners exceed the costs of acquiring the actual licences.

Common issues require a common approach

These common issues require a common collaborative approach across the public sector to ensure basic IPR and licensing literacy. In particular, effective rights management needs to be supported by:

- Template forms and other tools, policy statements and documentation systems
- Staff training and high levels of staff awareness about copyright and risk management
- The view of rights management and licensing as ongoing processes within a broader IP ecosystem of events, workflows and standards, rather than occasional, one-off events

In response to these needs, Naomi Korn and Professor Charles Oppenheim have been working to identify the optimal legal, technical and organisational structures that can lower barriers and allow public-sector bodies to take advantage of opportunities for effectively using internet technologies to provide access



to e-content. This work has included the creation of an interoperable IPR framework of best practice for professionals and policymakers working across the public sector.

Strategic Content Alliance IPR and Licensing Toolkit

The creation of the Strategic Content Alliance IPR and Licensing Toolkit heralds the first time that different sectors have collaborated with a common cause. The comprehensive toolkit takes into account the eclectic nature of content that is generated and held by the sponsors of the Strategic Content Alliance and includes:

- Guidance
- 21 resources, including template clearance letters and emails; risk assessment tools; policy statements relating to IPR and licensing for funding bodies etc
- 21 scenarios
- Navigation tools for the IPR Toolkit, including charts and flowcharts to:
 - Ensure that toolkit is used and usable
 - Becomes part of project management and best practices
 - Provide various entry points for users with different skills and needs

“Over the course of the next few months, Naomi Korn and Emma Beer will be running a series of IPR and Licensing workshops across the country.”

Training and dissemination

Over the course of the next few months, Naomi Korn and Emma Beer will be running a series of IPR and Licensing workshops across the country. These workshops are designed to appeal to practitioners and policymakers involved in the digital content life cycle from creation to curation. In particular, the aim of these workshops will be to:

- Advocate and promote the use, adaptation and customisation of the Strategic Content Alliance IPR and Licensing Toolkit
- Test the toolkit against a number of specific scenarios as well as themes
- Capture the results of the workshops to inform further development and enhancement of the IPR and Licensing Toolkit

Workshop dates include: 8 June, Birmingham; 19 June, London; 10 July, Newcastle; 15 July, Cardiff. More dates and locations for September and October will be announced shortly. Register and find out more at: <http://sca.jiscinvolve.org>

Opportunities for future work

Over the course of the next few months, future work in IPR and licensing is likely to include:

- Continual collaboration to develop, enhance and promote the Strategic Content Alliance IPR and Licensing Toolkit, including the development of scenarios and pen sketches
- Further IPR and licensing workshops and other dissemination events
- Awareness raising about the impact of potential legislative change in the UK and across Europe, including the potential term extension to sound recordings and performers' rights and possible extension to the copyright exceptions
- Launch of the Strategic Content Alliance/Collections Trust Orphan Works Report
- Enhancement of the relevant sections of Digipedia

Interview: Kevin Guthrie



Entrepreneur and business model expert Kevin Guthrie tells Michelle Pauli why passion and persistence are crucial leadership qualities for not-for-profit start-ups, and what can be learnt from real life sustainability case studies.

While the credit crunch may have focused everyone's minds on financial matters, the challenge of how to sustain digital resources after initial grant funding finishes existed long before the current economic crisis. Funders encourage not-for-profit organisations to transcend a dependence on grants, but how can projects generate revenue and what business models have been tried and tested?

Kevin Guthrie of the New York-based charity Ithaka has been looking into these questions as part of a Strategic Content Alliance project to examine business modelling and sustainability within the not-for-profit sector.

Last year, Ithaka's report on *Sustainability and Revenue Models for Online Academic Resources* outlined a range of economic models in use as well as several important organisational and cultural factors that helped leaders of digital projects to succeed. After feedback from peer review workshops last spring suggesting it would be valuable to have more detail about specific cases to allow a deeper exploration into the complexity of models now in place and the web of factors that can encourage their success or lead to their downfall, Ithaka has researched case studies from organisations in the UK, France, Germany, Egypt and the United States.

'We wanted to see how people actually did it,' explains Guthrie. 'We tried to get a range of different cases as a starting point with different kinds of revenue models – everything from Open Access approaches to subscription-based resources and mixed models. We also sought different kinds of content so that we were not looking just at text-based resources but also at still and moving images, for example'.

As a result, the 12 case studies cover a wide geographical range, subjects from philosophy to birdwatching, and formats from journals to TV news clips. Each case study is 'rich and idiosyncratic' in itself, says Guthrie, but while much can be discovered by simply reading through the full spread of studies, some overarching findings about successful revenue models in the public sector can also be teased out.

'I wouldn't want to characterise any one case study as a success. They are exhibiting success in many different ways but sustainability is an ongoing process,' says Guthrie. 'One cannot declare oneself "done" with sustainability any more than one can declare oneself "done" cleaning the kitchen – there needs to be constant re-evaluation. But there are core principles – creativity, great leadership, an ability to really understand the value of the resource that you are developing so that you can be flexible in finding ways to fund that resource – that are key to success.'

“Creative cost management strategies can be as crucial as novel revenue strategies.”

Creative cost management strategies can be as crucial as novel revenue strategies. Guthrie points to the UK's National Archives (TNA), which has leveraged outside commercial enterprises in order to digitise content quickly through its Licensed Internet Associates programme. The companies chosen to digitise content pay an ongoing royalty to TNA, but this is not seen as the primary benefit.

'It doesn't provide an enormous amount of revenue but the companies they work with do the digitisation so they provide tens of millions of pages of content at no cost to the National Archives. It's a creative way of getting content out in digital form,' explains Guthrie.

Indeed, over the past six years, TNA's partner companies have invested about £53 million in the digitisation and ongoing support of TNA content.

Guthrie is also enthusiastic about the tactics taken by eBird, a website run by the Information Science department at the Cornell Lab of Ornithology. It demonstrates what he calls a 'two-sided market' and a great use of user-generated content. Cornell's original aim was to build a database of information about bird locations and migration patterns for academic research purposes. However, the result is a web-based community where birdwatchers of all levels can record their avian sightings and share these observations with other enthusiasts as well as scientists.

'If Facebook revolutionised social networking for college students, then Cornell Lab of Ornithology spearheaded a similarly path-breaking specialised online community for bird lovers,' says Guthrie of a project that is clearly one of his favourites for its sheer ingenuity.

Users log into their 'my eBird' account and enter information from their latest bird-watching trip, save those observations into their personal lists, upload old sightings from Excel or other software, or use the site's mapping tool to see which bird species have recently been seen in a given region. By aggregating online the data that birders had previously been collecting off-line, the project strives to create a dataset useful to scientists: birders' observations are funneled into a separate Open Access virtual repository, where researchers can download data from eBird and other projects. Not only has eBird



become a valuable database, it has also tapped into the level of interest it inspires in its users to draw on other revenue streams, including corporate sponsorship and a franchising service for its core software.

eBird is a perfect demonstration of strategic and creative thinking from project leaders, and Guthrie is adamant that this kind of entrepreneurial direction, coupled with a passion for what it is trying to achieve, is at the heart of a start-up's success.

'In the successful cases the leader has a passion for the value of the resource and what they are trying to build and passion for impact on the community they are trying to service. It manifests in the creativity and the persuasion powers of the leader to make it work.'

Guthrie highlights the Stanford Encyclopedia of Philosophy, the brainchild of two academics at Stanford University in California, Edward Zaita and John Perry, who wanted to create an online resource to meet the reference needs of philosophers as the major print reference works in their field were slipping out of date. What they came up with is an internet-based reference source built on a platform that allows authors and editors to manage the process of updating entries entirely online and to revise entries as frequently as required. By the beginning of this year the resource included 1,000 entries from nearly 1,300 authors in the academic philosophical community, and Zaita and Perry have raised three-fourths of a planned \$4.125 million endowment to keep it growing.

In a similar vein, the Thesaurus Linguae Graecae, a digital corpus of over 12,000 works of Greek literature founded in 1972, was led by a classics professor at the University of California, Irvine, for its first 25 years, and has converted its value to a niche audience into a sustainability model that incorporates multiple revenue streams.

In both these cases the leaders had the energy to dedicate many hours to their project because they had a passion for the subject and a vested interest in making it work. 'The stakes of success need to be critical to that person,' says Guthrie.

However, while passion for the subject is crucial, Guthrie is clear that a leader's passion for their project 'has

to be about the impact of the resource on a broader community not just a personal research project'. It also has to be supported by a framework and a strategic vision – what are the intentions and what is to be accomplished and who is accountable.

“Passion alone will not deliver a resource,” says Guthrie. “Start-ups are hard work!”

And Guthrie can speak from personal experience, having put the passion and hours into two successful start-ups of his own. He was the president and first employee of JSTOR, founded in 1995 by the Andrew W Mellon Foundation as a shared digital library to help academic institutions save costs associated with the storage of library materials and to improve access to scholarship. He oversaw its growth from start-up to an organisation that, by mid-2003, employed 70 staff and generated annual revenues of approximately \$20 million. JSTOR now serves over 3,000 participating libraries in more than 110 countries around the world and last year merged with Ithaka, the not-for-profit organisation Guthrie founded in 2004 to help the academic community take full advantage of rapidly advancing information and networking technologies.

Of course, start-ups are particularly tough to lead in the current economic climate when the institutions that often house and support these kinds of resources are looking carefully at hidden costs and there are greater pressures to justify investments in projects, especially those that serve a wider constituency than the institution itself.

'Those projects that have developed entrepreneurial attitudes and a good sense of their costs are in the best position to survive this kind of environment,' says Guthrie. And his advice for any start-up trying to make a go of it right now? 'Collaborate and aggregate,' he urges. 'This environment loves scale and low marginal costs. If you're small it can be challenging to be seen and to be found, so consider aggregating to make your content more accessible.'

Read the Ithaka report and case studies at: <http://sca.jiscinvolve.org/business-modelling-publications>

The case studies

Centre for Computing in the Humanities: Leveraging shared infrastructure and expertise to develop digital projects in an academic department

DigiZeitschriften: Library partnership and a subscription model for a journal database

eBird Cornell University Lab of Ornithology (Information Science Department): A two-sided market for academic researchers and enthusiasts

The Electronic Enlightenment: Subscription-based resource sold through a university press

Hindawi Publishing Corporation: The open access contributor pays model

L'Institut National de l'Audiovisuel: Free content and rights licensing as complementary strategies

The National Archives: Digitisation with commercial partnerships

The Stanford Encyclopedia of Philosophy: Building an endowment with community support

The University of Southampton BOPCRIS Unit: Experimentation with sustainability and partnerships for library digitisation projects

The Thesaurus Linguae Graecae: Specialised historical content for a niche audience

V&A Images: Image licensing at a cultural heritage institution

Symposium report

The Strategic Content Alliance invited a small but representative number of chief executives and senior directors from a number of UK and international agencies to a symposium in Oxford in May. Stuart Dempster, director of the Strategic Content Alliance, reports.

'If the public sector is going to make a real contribution to the digital economy, we need new ways of thinking about the challenges that hold us back. The Strategic Content Alliance has already delivered real results by getting key players from different sectors to come together and take a fresh approach to the big problems – problems like copyright, sustainability and strategy.'

'Strategic Content Alliance's greatest strength is in its positioning – it is able both to influence policymakers and to make life easier for practitioners, to inspire new thinking and deliver practical outputs. If you haven't done so yet, it is well worth getting involved in the work of this fantastic organisation.'

Nick Poole, chief executive, Collections Trust

This reviewed the Alliance's work in nurturing a framework of principles and good practice for not-for-profit online content. Delegates explored the tactical tools developed by the Alliance in areas such as Audience (Users); Intellectual Property and Licensing; and Business Models and Sustainability. Rapid prototypes were demonstrated such as CenturyShare beta and Digipedia – a moderated wiki which gives a 'plain English' narrative to the online content life cycle and links to authoritative information resources. Delegates praised the high quality products produced to date in these key online content areas.

'It was very helpful to get up to date with the progress of the Strategic Content Alliance recently. As so much of our intellectual and cultural heritage becomes available in digital form, it's crucial to coordinate these activities on many levels. The stewardship organisations themselves have much to learn from each other about how best to digitise material and make it available; their audiences are also better served if effective tools and facilities can be devised to offer access



to materials from multiple sources. The Strategic Content Alliance can help with both of these areas. But most important, from my perspective, the Strategic Content Alliance offers a way to help to coherently frame and articulate the very crucial public policy issues facing our cultural memory and stewardship organisations as they digitise key materials and make them available to the world.'

Clifford Lynch, executive director, Coalition for Networked Information

There were significant and informed discussions surrounding key strategic areas such as the nature of online content; authority and quality issues; complexity of the landscape and the opportunities of partnership in specific areas. Questions surrounding leadership, vision and strategy were explored in combination with the need to 'join things up' at a time of economic and political uncertainty. Opportunities to influence policymakers and practitioners on the big questions of IP, business models, 'Digital Britain', the re-use and re-creation of online content etc were explored. The theme of generosity – permitting new, innovative and creative use of various sectors' online content was cited as an operational goal – demonstrating a wide impact. At a time of austerity it was stated that more guidance and help was required as funding becomes harder to obtain.

'The work of the Strategic Content Alliance now means that whatever we develop at the BBC will have immediate and long-lasting benefits for audiences and all of the UK's major publicly funded information resources. In the past, we'd create something and there it would sit, locked in our site, not reaching all the audiences it could benefit. With this initiative we'll know that our products and services will go

beyond our sites – and we'll be able to deploy the benefits of other people's services to create maximum value for the licence-fee payers of the UK.'

Tony Ageh, controller, BBC Archive

In conclusion, the event provided a welcome forum whereby delegates could discuss and explore some of the key issues to help steer the next two years of the Alliance's work. There was considerable praise for the tools developed and recognition that these could be applied for the 'common good', globally. Delegates were generally optimistic and enthusiastic about the continued development of the Alliance's Framework in partnership with other agencies at home and abroad.

'I am very pleased that the British Library is a founder member of the Strategic Content Alliance and commend the excellent work that has gone into producing a content framework that is rich in practical guidance on critical issues such as IPR and audience research and has an array of excellent case studies on innovative business models for sustainable digital services. We can all benefit from this rich compilation and I look forward to continuing collaboration on practical and policy matters of national and international importance.'

Dame Lynne Brindley, chief executive, British Library

The Strategic Content Alliance Newsletter is written by Michelle Pauli and produced by the JISC Communications & Marketing team.

The SCA newsletter is produced by the Joint Information Systems Committee (JISC) on behalf of SCA partners to raise awareness of the issues relating to e-content. Contributing authors include members of JISC, SCA partners and staff working in the e-content arena. The views expressed by contributors are not necessarily those of JISC or SCA partners.