

A National Strategy for Business Archives in Scotland



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1. Executive summary

The records of Scottish businesses, business-related bodies and industrialists provide crucial commentary not only on Scotland's economic, political and social development, but also on that of the UK and many countries around the world.

Business Assets

Records are a business asset. They contain information vital for business continuity and are necessary to meet both short and long-term legal obligations. They provide internal information relating to an organisation's successes and failures which are used to inform the thinking of current business leaders. They can drive competitive advantage and support and inspire business and product development. They can also aid marketing and decision making as well as providing evidence for legal and brand protection.

Cultural Assets

Socially and culturally, business is inclusive; it drives and funds national and local economies, touching the lives of all citizens whether they are business employees or consumers. Business success and failure defines communities – economically and physically - and consequently the people of those communities. It is critical for social cohesion and cultural identity that the business legacy is neither forgotten, nor captured only in transient human memory.

The Strategy

This five-year strategy has defined four goals:

- I. To raise awareness amongst businesses of the value of archives and provide guidance and support.
- II. To increase the number of collections publicly accessible.
- III. To raise the profile of business archives with the public.
- IV. To raise standards in their care.

The Scottish archive community is in a strong position thanks to many years hard work led by the National Archives of Scotland, the Business Archives Council of Scotland (BACS) and the University of Glasgow. Scotland has a well-established corporate archives sector and a wealth of business and related records are in the custody of public archives, museums, universities, libraries and communities. Many businesses retain their own records which have been surveyed and made accessible through the National Register of Archives for Scotland.¹ However, Scotland cannot afford to be complacent, especially given recent economic uncertainty and the constantly changing digital records environment.

Actions

This strategy identifies three areas requiring action in order to sustain, advance and improve the situation of business archives in Scotland.

1. Establishing effective networks and partnerships between businesses, archivists and other specialists responsible for the management and exploitation of business archives.
2. Increasing awareness of business archive collections and their continued commercial and evidential value and improving access to these collections where possible.
3. Improving the capability and status of business archivists and business collections through enhanced leadership, education and professional training.

¹ National Register of Archives for Scotland <http://www.nas.gov.uk/nras/>

2. Scope and Background

2.1 Scope

This Scottish strategy addresses archives held by business, business-related bodies and industrialists in the private sector. It also covers similar such records held in the custody of national institutions, local authorities, universities and community archives, libraries and the museums sector, regardless of whether the creators of the records are active or defunct.

The strategy targets historical records located within businesses and related organisations that are currently neglected as business assets, and which are vulnerable to destruction or neglect despite their potential value to the organisation, researchers and innovators.

Finally, the strategy addresses the needs of the record keepers, custodians and users of those business archives which are located in Scotland.

2.2 Background

The National Strategy for Business Archives in Scotland complements the National Strategy for Business Archives (England and Wales) published by The National Archives in May 2009.² The Scottish strategy is not subordinate to its English and Welsh counterpart. Both share the same goals and the sponsors aim to work together wherever possible, acknowledging that business and industry observe no borders. However, the present strategy recognises that the Scottish context differs from that of England, Wales and Northern Ireland and this needs to be reflected in the setting out of a separate set of actions.

2.3 Policy Elements

This strategy incorporates the *Elements for a National Policy for Business Archives in Scotland* presented by the George Mackenzie, Keeper of the Records of Scotland, in 2001. These elements codify a series of beliefs and best practice that have evolved within the Scottish archival community over the past 50 years and informed business archives management. These elements are included in Appendix B.

2.4 Strategy development

The BACS and the Ballast Trust in conjunction with the National Archives of Scotland have developed the strategy on behalf of the Scottish Council on Archives. The strategy draws on the findings of focus groups held in October 2009 with various stakeholders. A wide-ranging consultation with stakeholders both in Scotland, the UK and abroad was undertaken in May 2010 leading to the preparation of the final strategy.

2.5. Time frame and implementation

This strategy has been devised as part of an initial five-year plan for business archives in Scotland. During this time, its goals and actions will be measured and monitored by a steering group, led by the BACS which will also devise and publish an annual action plan.

² *National Strategy for Business Archives (England and Wales)* (2009). Available at http://www.businessarchivescouncil.org.uk/materials/national_strategy_for_business_archives.pdf

3. Vision and Strategic Goals

3.1 Vision

Business archives in Scotland will become even more valuable, representative of economic activity and innovation, accessible to all and supported and developed by strong networks and partnerships.

3.2 Strategic Goals

In order to achieve this, the following goals have been identified.

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

- I. Raising awareness among businesses of the value of their records and archives, and providing guidance and support from the professional archive community.
- II. Increasing the number of corporate sector business archives and of business collections in public sector and other repositories.
- III. Raising the profile of business records with the public, and throughout the national archival network, while promoting wider usage and exploitation.
- IV. Raising standards in the care of business archives through best practice exemplars, professional training and an improved funding and support infrastructure.

3.3 Scottish Government Strategic Objectives

The Strategy supports the strategic objectives of the Scottish Government³ and is confident that a stronger business archives sector, accessible to all, can contribute towards a Scotland that is:

- Wealthier and Fairer - enabling businesses and people to increase their wealth and more people to share fairly in that wealth.
- Smarter - expanding opportunities for Scots to succeed from nurture through to life long learning ensuring higher and more widely shared achievements.
- Healthier - helping people to sustain and improve their health, especially in disadvantaged communities.
- Safer and Stronger - helping local communities to flourish, becoming stronger, safer place to live, offering improved opportunities and a better quality of life.
- Greener - improving Scotland's natural and built environment and the sustainable use and enjoyment of it.

³ Government Strategic Objectives are available at: <http://www.scotland.gov.uk/About/Strategic-Objectives>

4. Strategy benefits

The promotion, management and exploitation of business and business-related archives through implementation of this strategy will deliver benefits to both business and society.

As Scotland's businesses and industries have been crucial in shaping its economic and social development, business archives naturally have a wider value to society. Every business is unique, with its own story of achievement, organisational culture, reputation, products and people. Business archive collections provide evidence of business activity and also the relationship businesses have with their staff and the communities within which they are based or trade.

4.1 Benefits to business

Archives can be used in many ways to support active business and industry. As well as providing evidence and proof of business transactions and relationships for legal purposes, they can also be translated into brand and product histories, to influence innovative ideas and commercial products and be exploited as part of Corporate Social Responsibility projects. By keeping archives, businesses capture today's experience, knowledge and business know-how for future use.



One of the outputs of the strategy will be the publication of a guide to managing business archives in Scotland which will include case studies and examples of business making use of their archives and the return on investment they can bring. Further information and guidance on best practice can also be found on the *Managing Business Archives* website.⁴

⁴ <http://www.managingbusinessarchives.co.uk/>

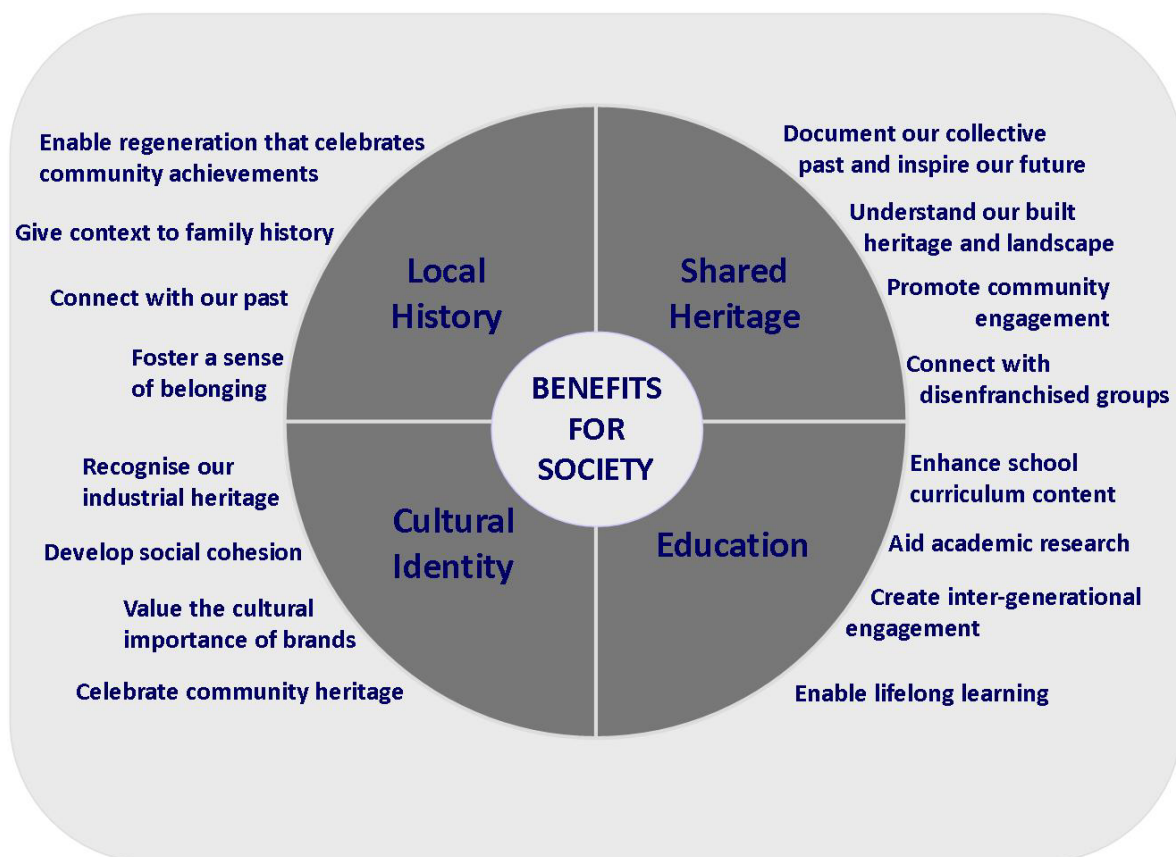
4.2 Benefits to society

Business archives have a wider social value. The central role that business and the economy play in our lives through wealth creation and the provision of goods and services mean they contribute an important element of our local, regional and national heritage. All individuals connect with business and the economy as consumers.

A business's need for a workforce can create, sustain and develop communities. Similarly, a business's closure can decimate the same communities. Business records therefore are a shared cultural asset documenting a collective past and present and can be used to inspire the future.

Business records can consequently be used to bring communities together through demonstrating this collective past and interdependence through staff records, photographs, film and oral histories. As an educational tool, a wide range of researchers from those engaged in amateur and local and family historians through to academic economists can exploit their potential further.

For consumers, the products of business and industry form a part of our national identity, whether through branding, imagery or our built environment. Business records are therefore key sources in helping us to understand and connect with our past and present.



5. Current status review

There is no national archive legislation⁵ in the UK requiring historical business records to be retained permanently. Some legislation requires certain records generated by businesses to be retained for a minimum set period before they can be destroyed, particularly within heavily regulated industries. Yet within many organisations no consideration is given to whether their records are historically important and they are therefore at risk of destruction.

Despite the absence of formal legislation in Scotland there is a wealth of business and business-related archives and expertise held within active business and collecting repositories. The records of business-related organisations such as trade unions and trade associations along with the papers of prominent industrialists have also been preserved. Scotland has taken a holistic approach to collecting business archives. Within business collections themselves, the core corporate records are complemented where possible by the accompanying technical records such as plans, drawings, photographs and process information. The appraisal of such records has been time consuming but has left Scotland with rich collections.

The status of business archives within Scotland is stronger than elsewhere in the UK. This is due in a large part to the work of the BACS and its Surveying Officer, to the support of the National Archives of Scotland, the National Register of Archives for Scotland and the university sector, most notably the University of Glasgow.

5.1 Corporate archives sector

There are seven Scottish-registered companies listed in the FTSE 100 of which four are based within the drinks and banking industries and have professionally staffed archives. There are a further four corporate archives in Scotland staffed by professionals within the drinks and publishing industries. Many active businesses, professional associations and business-related bodies have chosen to deposit their records into the custody of local record offices or university archives, where they are professionally managed and made accessible to the public and business.

There are many businesses and business-related bodies that manage and take pride in their own archives without employing record professionals. Many of these archives have been proactively identified and surveyed by the National Register of Archives for Scotland, the BACS or local archive repositories, who can offer on-going advice and support to the business on archive management.

5.2 The National Archives of Scotland and the National Register of Archives for Scotland

The National Archives of Scotland (NAS) holds the records of businesses and industries of national importance as well as business-related agencies and smaller business collections from across Scotland deposited prior to the development of a local government archives network. The collections include many of the major heavy industries of Scotland that were nationalised, including coal, steel and shipbuilding. Several of these collections are held on behalf of the NAS by other repositories under the 'charge and superintendence' scheme in instances where the collections have a strong regional identity e.g. shipbuilding records in the West of Scotland.

The National Register of Archives for Scotland (NRAS), established in 1946, maintains an online register of archives held in private hands, including those of business. In the early 1970s, the NRAS' Western, Eastern and North-Eastern Survey projects added significant numbers of surveys

⁵ With the exception of those records which are designated as Public Records under the 1958 Public Records Act e.g. those of the National Coal Board.

to the register from business and industry, leading to the transfer of many collections to public archives. Other major survey contributors have been the BACS and individual record offices.

5.3 Glasgow University Archive Services

In 1959 the University of Glasgow began collecting the records of business in the West of Scotland along with those of business-related bodies and prominent industrialists. With the collapse of heavy industry in the area, the collection grew, incorporating the records of national and internationally important businesses in areas such as shipbuilding, locomotive manufacturing, banking, engineering, textiles and whisky. Some records, such as those of Upper Clyde Shipbuilders, are held on behalf on the NAS under charge and superintendence. The University's collection is the largest of its kind in the UK and is known as the Scottish Business Archive. In 2008, the Scottish Brewing Archive was incorporated into the collection. The University's pioneering work in the area of business records has led to its being acknowledged as a UK leader in this field.

5.4 Business Archives Council of Scotland

The BACS is a registered charity established in 1960 as an independent archive body concerned with the active preservation of the records of Scottish business and industry. The Council has been influential in coordinating the rescue of many important business collections that are now held in repositories across Scotland. Since 1977, its Surveying Officer has surveyed the records of business and business-related organisations held in private hands, coordinated rescue work and provided advice and support to businesses in managing their archives and records. Some 700 surveys have been added to the resources of the National Register of Archives of Scotland since that date. The Surveying Officer's role is therefore a valued and proven resource within Scotland.

5.5 The Ballast Trust

The Ballast Trust is a charitable foundation that provides a sorting and cataloguing service for business archive collections with an emphasis on technical records such as shipbuilding, railway and engineering plans, drawings and photographs. Since its establishment in 1988 it has catalogued collections of technical records on behalf of national and local archive repositories and museums. It provides this service to organisations across the archive and business sector at minimal cost to the owners.

5.6 University archives

The Universities in Scotland have been active in collecting business records from their localities and further afield for many years to support learning, teaching and research. Several of these archives were established before local government provision in their area and they effectively acted as local record offices. Of the 14 higher education institutions in Scotland listed on ARCHON, nine hold collections of business records.⁶ Many collections were acquired following the work of the NRAS' regional surveys or when businesses closed and the universities were either offered the records or were involved in saving them. Universities have been successful in attracting external funding to aid cataloguing of, and access to, these collections and collaboration between archivists and academics is strong. Sustainability is encouraged and where possible active businesses which deposit records are charged a management fee by the host repository.

⁶ ARCHON <http://www.nationalarchives.gov.uk/archon>

5.7 Local authority archives

Scotland has 32 local government authorities of which 26 have archive services. These archives hold a wealth of material relating to business and industry with connections to the local area. The diversity and nature of their collections reflect the richness of the local community's business heritage.

Collections include the records of local service industries such as solicitors, estate and land agents, undertakers, shops and retailer as well as those of local industry, economic development agencies and manufacturing. These provide a rich source of information on the local economy and of the working and social lives of the population. Online information on local authority collections can be found on the SCAN website, their own websites or the ARCHON directory.⁷

5.8 National, local and independent museums and libraries

The National Museums of Scotland hold significant collections of records relating to business that were acquired along with related museum artefacts. The National Library of Scotland (NLS) has traditionally collected business records relating to printing and publishing and smaller business collections that have been offered to them which are cared for by archivists. The NLS also hosts the Scottish Screen Archive which has collected business records on film for over 30 years, both promotional and sponsored works as well as technical and production process material. The Royal Commission on the Ancient & Historical Monuments of Scotland (RCAHMS) holds significant collections relating to architecture and businesses that have contributed to the development of the built environment and also employ an archivist. Together with the collections held by the National Archives of Scotland, these all form the 'National Collections'.

Many collections of business records are held within the local and national museums network in Scotland with some libraries also collecting material of local interest. Often this has been where no local archive repository was or is in existence, or where collecting policies and relationships with local archives have been unclear.

Scotland has a network of industrial museums, groups and heritage sites that receive no direct state funding yet whose archive collections would benefit from greater publicity and investment. All hold archive collections that support and compliment their object collections. They strongly demonstrate the relationships between employers and employees and the industry and their localities as well as individuals' personal experiences. These collections are nearly always complimented by material held within the 'National Collections'.

The National Audit of Museums in 2000 identified large numbers of archival items within Scottish museums. Access to this rich resource is often problematic as no archivists are employed and there is a lack of professional support. Many collections are not catalogued to archival standards and within the museum context are often seen as of secondary importance to the object collections. Whilst many of these collections have been surveyed to varying degrees of detail, locating the individual surveyed records within museums can be challenging.

5.9 Subject and community archives

Subject specific interest groups have significant archive holdings. Often brought together by individuals with a personal connection to the records, such as retired industry workers and enthusiasts, the collections are particularly rich in publicity materials and items relating to the businesses' interaction with staff and customers that the main corporate archive has failed to capture.

⁷ Scottish Archive Network (SCAN) <http://www.scan.org.uk>

There are also many community archives and local heritage bodies holding business records in Scotland. Community collections are particularly prevalent in the more remote areas of Scotland where communities are reluctant to see records removed to local authority or specialist repositories many miles away. Such collections are largely uncatalogued, are unknown by researchers and are not included in the National Register of Archives for Scotland (NRAS) or other national resource discovery networks such as the Scottish Archival Network (SCAN). They lack the professional support and funding available to more traditional or established collecting institutions. None employ professionally qualified archivists. In the same way a subject specific interest groups, these custodians are led by community champions and volunteers who would benefit from guidance and increased partnerships with professionals at a local and national level.

5.10 Professional training

There are six courses in the UK and Republic of Ireland awarding post-graduate degrees in archives. In Scotland, the University of Dundee offers a flexible modular distance learning Masters course and the University of Glasgow a full or part-time attendance-based Masters programme. Most of the archives courses in the UK cover business records as part of their core archive and records management modules but only two have a dedicated business records module, namely the universities of Dundee and Liverpool. The Dundee module is also available as a stand-alone course offered on a CPD basis.

The Society of Archivists' Scottish region and Business Records Group have an active training programme but there is a need to support and strengthen the development of those dealing with business archives after qualification.

5.11 Funding and investment

Scotland has seen two major grants given for business and industrial archives in recent years from the Heritage Lottery Fund. The Basil Spence Archive held by the RCAHMS received almost £1 million to preserve, catalogue and make available the papers of this noted 20th century architect. The John Murray publishing archive was bought by the National Library of Scotland for £31 million including a £17.7 million HLF grant. More recently, a collaborative bid by Glasgow University, Glasgow School of Art and Culture & Sport Glasgow secured funds from the National Heritage Memorial Fund and other sources to purchase the Templeton / Stoddard carpet design archive.

In 1998, the HLF contributed major funds to the Scottish Archival Network (SCAN) project which saw collection level descriptions of many business collections already held in public-sector repositories being made available online.

The National Cataloguing Grants Programme for Archives has seen a small number of business archives already in public hands being catalogued, including the Lion Foundry records at East Dunbartonshire Archives, the Stoddard-Templeton archive held by the University of Glasgow Archives Service and Scottish TUC archive, held by Glasgow Caledonian University.

Universities have been successful in gaining funding from businesses who deposit records with them to aid their management, cataloguing and smaller projects, such as digitisation, that enhance the public image of the depositing companies.

The most significant investment in Scotland has been the continued funding of the Business Archives Council of Scotland's Surveying Officer since 1977, of which 50% currently is directly or indirectly contributed from the public purse. The balance is made up from membership subscriptions, advisory work or donations by commercial firms.

6. Current strategic risks

Scotland has been at the forefront of collecting and promoting business records in the UK for many years yet it cannot afford to be complacent. Implementation of this strategy is essential to maintain this position and guard against the following risks.

6.1 General risks

Non-implementation of the strategy threatens business and business-related archives in Scotland and will lead to:

- Scotland losing its strong position and reputation as an exemplar of best practice.
- Failure to capture the records of important Scottish businesses and missed opportunities to engage with business and industry due to a lack of foresight and initiative action.
- Unclear and overlapping collection policies across repositories leading to split collections and public confusion as to the location of records.
- Duplication of effort and uncoordinated approaches to collection, rescue and partnerships.
- Misinterpretation of legislation and the regulatory environment, leading to the destruction of records and gaps in collections.

Business change and negative economic climates can lead to:

- Records being lost during acquisitions, mergers and corporate restructuring or when businesses cease to trade and administrators and liquidators take over.
- Rationalisation of global business resulting in head-quarters moving outwith Scotland and UK jurisdiction, taking part of our heritage with it.
- Missed opportunities to help companies celebrate their pedigrees and longevity to build public and client trust.
- Business archivists and record professionals being made redundant through business rationalisation or posts being frozen by efficiency savings in the public sector and archives therefore becoming inaccessible.
- Funding of cultural and business heritage organisations being put at risk through withdrawal of funds when they are most needed to save and promote archives.

Digital records require careful management and a proactive approach or else:

- They become inaccessible due to digital obsolescence and technological advances.
- They will be lost and a black hole will appear in the historical record.
- They will continue to be seen by business as historically unimportant.
- Record offices will be unable to accession and manage deposits of digital records due to a lack of technical resources and knowledge.

Repositories with business records face collection management challenges such as:

- Lack of clear deposit agreements, the existence of management fees and access restriction agreements can make it uneconomical for publicly-funded record offices to take in the records of active business.
- Poor access to records because of cataloguing backlogs.
- Archivists lack the skills to interpret business records, especially technical records, which affect their future use and exploitation by researchers.
- Lack of storage capacity prevents the acceptance of voluminous collections.

- Lack of expertise in the management of business archives within the custody of museums, subject specific and community groups where no archivist is employed making their cataloguing and accessibility challenging.

6.2 Goal specific risks

Goal I

Lack of awareness in business of the value of archives and their management leads to:

- Under-utilisation of business records and history as a marketing and client relations tool and involvement in wider Corporate Social Responsibility projects.
- The unwitting destruction of historically important records, particularly at periods of change, such as merger, acquisition and buy-outs.
- Misinterpretation of the Data Protection Act and the, albeit limited, statutory retention periods for certain records, meaning many of historical value will be destroyed.
- Loss of records that could be used to provide legal protection or safeguard Intellectual Property Rights and trademarks.
- Businesses and business-related bodies not considering their heritage, the importance of good recordkeeping and the legacy of archives within the community.

Goal II

Failure to increase the number of corporate sector business archives and business collections in public archives risks:

- The loss of a shared local, national and international business heritage to society.
- Gaps in the historical record, especially in relation to modern businesses and industries.
- A lack of understanding and loss of skills within existing business and public sector archives regarding business records.
- Archivists losing touch with the needs of business and the ability to work in partnership with them.

Goal III

Lack of promotion of business records to the public means:

- Records are under-utilised as the public are unaware that they exist.
- The records can appear dull, dense or impenetrable without explanation and help, so that only specialists are able to interpret them.
- The public will fail to appreciate the importance of business history in their everyday lives and those of their ancestors.
- Financial justification for their retention in public sector organisations may be difficult.

Goal IV

Failure to raise standards in the care of business archives through the provision of training, funding and infrastructure leads to:

- Archivists being unable to deal adequately with business records and their appraisal.
- Key organisations such as BACS at risk because of insecure funding arrangements.
- Loss of professional knowledge when custodians relocate, retire or move on without the proper forum to share best practice.
- Custodians without professional qualifications being unsupported and lacking knowledge to care for collections to a professional standard.

7. Implementation

Implementation of the strategy will ensure that Scotland stays at the forefront of business archives best practice. It requires energetic leadership to achieve this. The strategy will be championed by the Scottish Council on Archives and the National Archives of Scotland and actively implemented by the BACS and other stakeholders. Its goals and actions will be measured and monitored by a steering group, led by the BACS, who will also devise and publish an annual action plan.

The Scottish strategy will coordinate and work with the sponsors of the English and Welsh strategy. However, it will continue to take into account the issues that Scotland's devolved status raises and the work that has already been undertaken in Scotland in promoting and developing business and business-related archives.

7.1 Implementation plan

The implementation plan has three strands which reflect the key areas in which action is required. Within each of these strands detailed individual actions have been identified and are specified in Section 8. Each individual action is mapped to the strategic goals, as set out in section 3.2 of this strategy, and the *Elements for a National Policy for Business Archives in Scotland* (see Appendix B).

i. Develop networks and partnerships

For the strategy to be a success, partnerships and networks between business, business-related bodies, archivists, heritage professionals, trusts, users, academics and policy makers need to be forged, encouraged and supported. Such relationships, both within and outwith Scotland, are essential to ensure that business archives are properly managed, best practice shared, help and assistance offered, and the right frameworks exist to respond to emergencies in order to safeguard business heritage.

ii. Increase awareness and access

Improving access to, and awareness of, business and business-related archives will increase their use by both businesses and researchers. Encouraging their use in all levels of formal education and life long learning will open up the records to new audiences. Increased awareness of their potential use as a corporate asset and as part of corporate social responsibility programmes through surveying and partnerships will encourage investment in them. Initiatives such as online registers, outreach programmes and centres of excellence for business archives will improve and promote access for all users and provide signposts for business to source help and advice.

iii. Provide leadership, education and training

The development of educational resources and best practice guidance for the custodians of business records in all sectors and domains is vital to support the proper care, management and use of business archives. Such resources will assist business archive owners to care for and utilise their collections. Supporting the personal development of records custodians and users through appropriate training and encouraging research into business archives issues is crucial to ensuring that the business records agenda continues to develop into the future.

8. Strategic actions

Lead implementers are highlighted in bold type; abbreviations are explained below the tables.

8.1. Develop networks and partnerships

Ref.	Action	Implementers	Strategy goal	Policy element
8.1.1	Develop program of events and networking opportunities to bring together record professionals, business leaders, politicians and interested parties to promote the aims of the strategy and retention of business archives	SCA , BACS, NAS	I	1
8.1.2	Create, formalise and maintain a crisis management team to co-ordinate and support emergency responses to save Scottish and cross-border business archives at risk and prevent the loss of records by destruction or transfer outside Scotland.	BACS , NAS, RCAHMS, TNA, NLS	II	6
8.1.3	Engage with the Insolvency Practitioners to develop agreed processes to safeguard business archives	BACS	II	2, 6
8.1.4	Continue to actively engage with business and business development agencies through surveying, projects and communication to encourage care of records and/or their deposit in public repositories	BACS , NRAS, local collecting repositories	I, II	2
8.1.5	Collect data to contribute to a UK map showing distribution of business archives collections by sectors of the economy	TNA , BACS, NAS	III	8, 6, 7
8.1.6	Promote better communication and flexibility in approaches to custodianship of business collections between archives, museums, libraries, and community groups	SCA	III, IV	6
8.1.7	Develop partnerships with user groups, including academics and amateur researchers and representatives for the built environment, to understand and support research interests and exploit researcher knowledge	BACS , SRA, SIAP, RCAHMS	III	7, 8
8.1.8	Encourage partnerships between custodians of business archives and the academic community to attract project funding	BACS , CBHS, Universities, museums and libraries	IV	8
8.1.9	Create opportunities for custodians of business archives to share best practice experiences in the care and management of collections and to develop partnerships	BACS , NAS, SCA, BRG	IV	5
8.1.10	Maintain Scottish presence in UK and international business archive networks and disseminate	BACS , BRG	III	6, 7

	information regularly to those in 8.1.1			
8.1.11	Engage with small businesses through local chambers of commerce	BACS	I	1

8.2. Increase awareness and access

Ref.	Action	Implementers	Strategy goal	Policy element
8.2.1	Adapt and promote UK <i>Business Guide to Managing Archives</i> for the Scottish business community with case studies to demonstrate return on investment	SCA, BACS	IV	5, 8
8.2.2	Create a central online resource for information about Scottish business archives	BACS, NRAS, BT	III, IV	4
8.2.3	Work with business to exploit their archives as business assets, to manage them professionally through staffing or deposit in a public archive	BACS	III	7
8.2.4	Support plan to add archive management to Corporate Responsibility Index and promote in partnership with <i>Scottish Business in the Community</i>	SCA, BACS	I, II	1, 2
8.2.5	Link into national campaigns to promote business archives through the media and events e.g. Archives Awareness Campaign	SCA, BACS	I, III	8
8.2.6	Promote the use of business archives across the spectrum of users (schools, academics, private researchers, businesses), including non-traditional users e.g. MBA students	SCAN, BACS	III	4, 8
8.2.7	Investigate potential to allow for targeted searching of business collections within existing online resources	NRAS, SCA, SCAN, NAS	I, II, III	4
8.2.8	Encourage archives to contribute full catalogues for their business collections to archive network sites e.g. SCAN, and ensure entries on the NRAS/NRA are accurate	SCAN, SCA, NRAS	II, III	4
8.2.9	Promote repositories that are centres of excellence for particular industry or business records to improve awareness amongst users, custodians and archivists	TNA, NAS, BACS	II	2, 4
8.2.10	Work with repositories to collate and share best practice examples of the management and collection of business archives to support their promotion and exploitation by users in innovative ways	BACS, BRG	III	5,8

8.3. Provide education and training

Ref.	Action	Implementers	Strategy	Policy
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			goal	element
8.3.1	Create new and promote existing educational resources about the care, management, storage, value and use of business archives - including contribution to UK best practice website	BACS , BAC	IV	5
8.3.2	Encourage Scottish business archives to participate in any wider accreditation schemes developed for the UK or its devolved administrations	NAS , SCA, TNA	I, IV	5
8.3.3	Encourage archive and records management post-graduate courses to continue to ensure that students are fully exposed to business archives	BRG , BACS, FARMER, BAC	IV	5
8.3.4	Encourage wider training and continued professional development opportunities in business archives for all those working with business collections	BACS , ARA, BRG, CAIS, HATII	IV	5
8.3.5	Offer training to users on the distinctive features of business archives and the information they contain	BACS , SRA, ARA, BRG	III	5
8.3.6	Encourage and support academic research into archival theory and its impact on the preservation of business archives	BACS, CAIS, HATII, CBHS, FARMER	IV	5, 8
8.3.7	Educate creators and custodians of business archives about how legislation impacts on record-keeping and retention, with particular reference to the Data Protection Act	BACS , SRA, FARMER, BRG, CAIS, HATII	IV	5

Abbreviations

ARA	Archives & Records Association
ASLAWG	Archivists of Scottish Local Authorities Working Group
BAC	Business Archives Council
BACS	Business Archives Council of Scotland
BRG	Business Records Group
BT	Ballast Trust
CAIS	Centre for Archive and Information Studies
CBHS	Centre of Business History in Scotland
FARMER	Forum for Archives and Records Management Education and Research
HATII	Humanities Advanced Technology and Information Institute
NAS	National Archives of Scotland
NLS	National Library of Scotland
NRAS	National Register of Archives for Scotland
RCAHMS	Royal Commission on the Ancient and Historical Monuments of Scotland
SCA	Scottish Council on Archives
SCAN	Scottish Archive Network
SIAP	Scottish Industrial Archaeology Panel
SRA	Scottish Records Association
TNA	The National Archives

9. Resourcing strategic implementation

Ref.	Action	Implementers
9.1	Convene and sponsor Business Archives Strategy Group (drawn from all archive sectors) to implement strategy	BACS, SCA
9.2	Secure long-term funding of BACS Surveying Officer post as it is central to implementing the strategy	BACS, NAS
9.3	Encourage public/private sector archivists' collaboration to take advantage of third party funding	BACS, SCA
9.4	Encourage partnerships between academics and archivists to secure joint funding as part of academic research grants	BACS, SCA
9.5	Encourage collaborative working between local authority and specialist repositories, community archives and other cultural organisations (i.e. museums and libraries) to maximise grant and funding opportunities for business archives	BACS, SCA, ASLAWG
9.6	Produce annual action plans detailing specific objectives derived from the strategic actions	BACS, SCA

Appendices

Appendix A. Strategy structure

National Strategy for Business Archives in Scotland

Vision	Business Archives in Scotland will become more valued, representative, accessible to all and supported and developed by a strong network and partnerships			
Goals	Raise awareness among businesses of the value of their records	Increase numbers of corporate business archives and business collections	Raise the profile of business records with the public to promote wider access	Raise standards in the care of business archives
Action Strands	Develop networks & partnerships			
	Increase awareness & access			
	Provide education & training			
Policy Elements	Companies encouraged to have own archive services	Companies disposing of archives to contact public repositories	Records of a distinct company to be kept together	A register of business archives through the NRAS is vital to promote access
	Archivists trained to care for particular characteristics of business archives	Co-operation to co-ordinate responses of custodians to changes in business sector	NAS will work in partnership to fulfil these principles and increase access	Educational potential of business archives should be promoted

Appendix B. Policy Elements

Underpinning this strategy is a series of beliefs and best practice that in 2001 were codified by George Mackenzie, Keeper of the Records of Scotland, in the document *Elements for a National Policy for Business Archives in Scotland*.

1. Companies should be encouraged to have their own archive services, integrated with the management of their records. The archives of individual companies are important business assets and the right to use or relocate these collections remains solely with the companies themselves. While strongly reiterating the point that that archives are essential assets to business, companies that do wish to dispose of their records should be encouraged to gift them to a recognised public archive repository. Companies seeking to deposit their records with a public archive service but retain ownership should pay a contribution to the archive service in return for the secure storage environment offered and an undertaking to catalogue the records to an agreed standard in a specified time scale. Recognised public archive repositories that take records from companies following liquidation or receivership should ensure wherever possible that they obtain from the Liquidator ownership of the records, and of residual intellectual property rights.
2. If a company wishes to dispose of any or all of its archive, it is recommended that it place its records in a public archive: Records of multi-national or UK companies with distinct Scottish operations or headquarters in Scotland should be preserved in Scotland. Collections in which there is a strong local or regional identity should be kept in the locality. However, this should be balanced with the principle outlined in element three. Large collections of national importance should go to national places of deposit unless the company in question has a distinct regional identity and the relevant local repository has facilities for the storage of the collocation. New deposits of records should follow existing ones.
3. Records of legally distinct companies should always be kept together regardless of changes in ownership. This may be achieved through the creation of a single intellectual system managing them rather than their being maintained in one place.
4. The maintenance of a register of business archives, through the National Register of Archives for Scotland and other international registers, is a vital step in spreading information and promoting access, and this should be continued. Private corporate archives should be encouraged to contribute lists of their collections to this register.
5. Business archives have particular characteristics and it is important that archivists in both public and private sectors are trained to understand and appraise them.
6. Those responsible for the maintenance of business archives should be encouraged to co-operate in order to co-ordinate response to global change in the business sector.
7. NAS will work in partnership with the Business Archives Council of Scotland, the Ballast Trust and with university, local authority, corporate and specialist archives, as well as non-archival institutions, such as the National Museums of Scotland, that hold relevant documentary material in order to fulfil these principles and to increase access and use of Scottish business archives.
8. The educational potential of business archives should be actively promoted at all levels of formal education and life-long learning. This includes research into the nature of business archives, training in their interpretation and function, and their wider social contexts.

Appendix C. Historical context

The management of business archives in Scotland has seen several key achievements and events which are outlined below.

Date	Event
1856	Companies Act made compulsory the indefinite retention of certain very limited kinds of documentation.
1946	National Register of Archives Scotland (NRAS) founded.
1959	University of Glasgow start collecting the archives of Scottish business.
Growth in interest in business and economic history resulting in funding for survey work (e.g. pioneering work of Glasgow University and the Business Archives Council in England)	
1960	Business Archives Council of Scotland (BACS) formed.
1969	The records of Christian Salvesen Ltd are deposited with University of Edinburgh Archives after surveying by the NRAS in the previous year.
Significant decline in manufacturing and 'heavy' industry resulted the 'rescue' of many records of defunct companies	
1973	The records of Upper Clyde Shipbuilders are purchased from the liquidators by the state in conjunction with the City of Glasgow and Clydebank Town Council.
1975	Scottish Business Archive is formally managed by University of Glasgow Archive Services.
1975	University of Dundee begins to collect the records of local companies in the jute and linen industries.
1977	Full time Surveying Officer appointed by the Business Archives Council of Scotland.
1982	Scottish Brewing Archive established.
1986	Bank of Scotland appoints its first professional archivist.
1987	Centre of Business History at the University of Glasgow is established and is Scotland's only research unit in the discipline.
1988	The Royal Bank of Scotland appoints its first professional archivist.
1988	The Ballast Trust established to aid the appraisal and cataloguing of technical businesses records, predominantly from heavy engineering, railways and shipbuilding industries.
Growth in number of records professionals employed by business to manage current business records as well as archival collections.	
1990	United Distillers Ltd establishes an archive that will become Diageo Archives.
1992	Scottish survey of Scottish Architectural Practices established.
1999	John Dewar & Son Ltd, whisky distillers, appoints its first archivist.
2001	<i>Elements towards a National Policy on Business Archives in Scotland</i> launched by George Mackenzie, Keeper of the Records of Scotland.
2005	<i>Capturing the Energy</i> initiative launched to preserve and raise the profile of records of the UK offshore oil and gas industry, in collaboration with the Energy Archive at Aberdeen University, also established in this year.
2008	Glenmorangie appoint an archivist.
2008	Funding is announced for the National Nuclear Archive to be built in Wick. (Expected to be operational by 2011.)
2009	William Grant & Sons Ltd, whisky distillers, appoints its first archivist.
2009	Launch of the National Strategy for Business Archives (England & Wales).

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- The Alloway and Southern Ayrshire Family History Society
- The Borders Family History Society
- The Business Archives Council of Scotland
- The *Capturing the Energy* initiative
- The Centre for Archive and Information Studies
- The Centre of Business History in Scotland
- Diageo plc
- Edinburgh City Archives
- Glasgow City Archives
- Glasgow University Archive Services
- The Glasgow & West of Scotland Family History Society
- HBOS plc
- The Humanities Advanced Technology and Information Institute
- IBM
- The National Archives
- The National Archives of Scotland
- National Museums Scotland
- The National Register of Archives for Scotland
- The Royal Bank of Scotland plc
- The Royal Commission on the Ancient and Historical Monuments of Scotland
- The Scottish Archive of Printing and Publishing History and Records
- The Scottish Association of Family History Societies
- The Scottish Maritime Museum
- The Scottish Records Association
- The Scottish Screen Archive
- The University of Aberdeen

Information about business archives in Scotland can be found on the Scottish Council on Archives website:
<http://www.scoarch.org.uk/businessarchives>

Details about the strategy development and news can be found on the blog *Business Archives Scotland*:
<http://businessarchivesscotland.blogspot.com/>

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