



BUSINESS PLAN
2013 - 2014

BUSINESS PLAN 2013 - 2014

INTRODUCTION

The focus of the Business Plan is on what the Scottish Council on Archives will deliver during the year 2013 to 2014 in support of the Strategic Objectives set out in the Corporate Plan. It is about the specifics of deliverable Associated Actions (linked to the Objectives) and therefore necessarily detailed. It is about the hands-on, the practical commitments that underpin delivery of individual projects within the context of the strategic direction of the Scottish Council on Archives. That strategic direction is shared with the archives and records management sector in England and in Wales, and the Scottish Council on Archives is clear in its commitment to the core purpose and objectives of *Archives for the 21st Century in Action: refreshed 2012-15* - <http://www.nationalarchives.gov.uk/documents/archives/archives21centuryrefreshed-final.pdf> - which inform action in those two nations.

The Scottish Council on Archives exists to encourage, support and contribute towards improvement across the range of services that together make up the archives and records management sector in Scotland. For example, the Council will be supporting actively the on-going implementation of the Public Records (Scotland) Act 2011 and the raising of standards within the sector by means of Archives Accreditation and of the Archives and Records Management Services (ARMS) Quality Improvement Framework.

Below are set out some of the Business Plan commitments that will help to improve delivery of services (the references are to the Strategic Goal numbers and the related numbers for the Strategic Objectives and Associated Actions):

- Promoting flexible use of ARMS in order to meet the full range of archives and records management service needs - SG1.1(a)(i)
- Harnessing preservation, archival and user expertise in a Preservation Working Group to formulate an evidence-based Preservation Action Strategy for archives services - SG1.1(b)(ii)
- Address the digital preservation challenge by working in partnership with the National Records of Scotland, the Scottish Government and other partners, decision-makers and stakeholders to establish a strategic forum; and by delivering an event in association with *The Scotsman* newspaper that explores relevant issues - SG1.1(c)(i)-(ii)
- Secure reliable base data on the quality of different aspects of archives services; and in partnership with other organisations, explore the practicality of an Archives Services Improvement Strategy for Scotland that identifies the most important improvement priorities - SG1.1(d)(i)-(ii)
- Working with the Keeper of the Records of Scotland/Registrar General for Scotland in promoting and providing administrative support for the Archives Accreditation Scheme, including through *Broadsheet* and the Scottish Council on Archives website; and to further information sharing and best practice guidance across the archives and records management sector, especially in support of the implementation of the Public Records (Scotland) Act 2011 and access to information legislation - SG1.1(e)(ii) and (iv)
- Within the context of a Scottish Archives Week, hold a three-day 'Ask the Archives' event at the Scottish Parliament that promotes the three themes of Ancestral Tourism, Business Archives and The Digital Future; provide a unique Scottish contribution in support of the Archives and Records Association's (ARA) Archives Awareness Campaign 2013 theme, and in partnership with ARA, deliver a marketing and information event on the new campaign; and in partnership with the National Records of Scotland, the Business Archives Council of Scotland and the Ballast Trust develop on the Scottish Council on Archives website a range of documents and photographs reflecting the historical commercial and industrial power of Scotland and business archives in the modern environment - SG1.2(a), (d) and (e)
- Engage with partners to deliver archive participation in the Commonwealth Games, Homecoming and historic initiatives and events - SG1.2(f)

- Assist individual archive services to use the Economic Impact Tool; and work with Archives Libraries and Museums Alliance UK to support the delivery of a toolkit to measure Social results in UK archives, libraries and museums - SG1.5(c) and (e)
- Work with the Institute of Conservation (ICON) Scotland Group and ARA Scotland to provide support and promote the work of the Scottish Council on Archives Preservation Working Group and its Preservation Action Strategy for archive services - SG2.1(a)
- Address the digital continuity/preservation challenge by working in partnership with the National Records of Scotland, Scottish Government and other partners, decision-makers and stakeholders to establish a *strategic* forum - SG3.2(a)(i)
- Continue to work with the Scottish Archives Network (SCAN) Ltd to leverage Heritage Lottery Fund funding for a Scotland Online catalogue - SG4.1(a)
- Building on lessons learned during the education pilot project, devise and implement a plan to harness the use of archives in support of learning in Scottish schools; and develop online content to support the study of World War One in Scottish schools - SG5(b) and (c)
- Working with the Keeper of the Records of Scotland/Registrar General for Scotland, promote family history centres in local authorities that link archive and registration services, thus supporting increased genealogical tourism in the context of the 2014 Commonwealth Games and the Homecoming event - SG5.2(a)

The Business Plan for 2013 to 2014 is challenging - to the Scottish Council on Archives and to its partner organisations and individuals. Real strength is to be found in co-operation and in mutual support. By pulling together the sector can deliver across a range of initiatives, raise the profile of archives and show that archives are relevant to a modern society.

STRATEGIC GOAL 1

Develop bigger and better services in partnership – working towards increased sustainability within the sector.

STRATEGIC OBJECTIVES	ASSOCIATED ACTIONS	RELEVANT SCOTTISH GOVERNMENT NATIONAL OUTCOMES
<p>1. To ensure that the Scottish Council on Archives is a user-focussed, evidence-based, sector profile-raising and 'go to' body for information and best practice guidance for Scottish archives and records management.</p>	<p>(a) Roll out the Archives and Records Management Services (ARMS) Framework in support of implementation of the Public Records (Scotland) Act 2011 and of access to information legislation by:</p> <ul style="list-style-type: none"> i. Promoting flexible use of ARMS in order to meet the full range of archives and records management service needs. [On-going] ii. Providing a training opportunity that supports archives and records management staff in the effective use of the Framework. [Autumn 2013] iii. Working in partnership with ARMS users to build up a profile of services in Scotland that feeds into continuous improvement of the Framework. [On-going] iv. Embedding links to an updated and user-friendly version of the generic Scottish Council on Archives Records Retention Schedules (SCARRS) that maximises the impact in local authorities in terms of cost-saving, business efficiency and legislative compliance. [On-going] <p>(b) Advance the preservation of archive collections by:</p> <ul style="list-style-type: none"> i. Utilising the statistically robust data analysed in the Preservation Assessment Survey (PAS) for Scotland report in order to identify the practical implications for archives services.[Ongoing from September 2013] ii. Harnessing preservation, archival and user expertise in a Preservation Working Group to formulate an evidence-based 	<p>Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p> <p>We realise our full economic potential with more and better employment opportunities for our people.</p>

	<p>Preservation Action Strategy for archives services. [On-going from September 2013]</p> <p>iii. Informed by the Strategy, providing practical guidelines that help archive services improve preservation practices through:</p> <ul style="list-style-type: none"> • a focussed event. [February 2014] • promotion in <i>Broadsheet</i> and via the Scottish Council on Archives website. [Ongoing] • circulation of the guidelines to stakeholders. [March 2014] <p>iv. Linking the PAS report to the ARMS Framework. [March 2014]</p> <p>(c) Address the digital preservation challenge by:</p> <p>i. Working in partnership with the National Records of Scotland (NRS), the Scottish Government and other partners, decision-makers and stakeholders to establish a <i>strategic</i> forum. [On-going from September 2013]</p> <p>ii. Delivering an event in association with <i>The Scotsman</i> newspaper that explores relevant issues. [Autumn 2013]</p> <p>(d) Harness the results of the Public Services Quality Group (PSQG) Scotland survey report [July 2013] to:</p> <p>i. Secure reliable base data on the quality of different aspects of archives services. [December 2012]</p> <p>ii. In partnership with other organisations, explore the practicality of an Archives Services Improvement Strategy for Scotland that identifies the most important improvement priorities. [November 2013]</p>	
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	<p>iii. Link the Strategy to the ARMS Framework. [January 2014]</p> <p>iv. Provide Scottish data to support and inform UK-wide Economic Impact data. [September 2013]</p> <p>v. Assist services in the use of the Economic Impact tool, including the provision of support and advice. [Ongoing]</p> <p>vi. In partnership with The National Archives (TNA), CIPFA and sectoral service providers, make recommendations on the collection of statistics about the Scottish Archives and Records sector. [Spring 2014]</p> <p>(e) Promote the UK-wide Archives Accreditation Scheme by:</p> <p>i. Participating fully in the panel that will oversee the Scheme. [On-going]</p> <p>ii. Working with the Keeper of the Records of Scotland/Registrar General for Scotland in promoting and providing administrative support and validators/assessors for the Scheme, including through <i>Broadsheet</i> and the Scottish Council on Archives website. [On-going]</p> <p>iii. Holding an event to mark the launch of the Scheme in Scotland. [Summer 2013]</p> <p>iv. Working with the Keeper of the Records of Scotland/Registrar General for Scotland in order to further information sharing and best practice guidance across the archives and records management sector, especially in support of implementation of the Public Records (Scotland) Act 2011 and access to information legislation.</p>	
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	<p><i>[On-going]</i></p> <p>v. Providing two training events, the first for validators and peer reviewers, and the second for prospective participant services.</p> <p><i>[Autumn 2013]</i></p>	
<p>2. To engage in partnerships within and beyond the sector so as to improve understanding of the sector and enhance funding opportunities</p>	<p>(a) Within the context of a Scottish Archives Week, hold a three-day 'Ask the Archives' event at the Scottish Parliament that promotes the three key themes of Ancestral Tourism, Business Archives and The Digital Future.</p> <p><i>[October 2013]</i></p> <p>(b) Harness both external and in-house expertise to enhance the Scottish Council on Archives Communications Strategy so as to keep members up to date and inform stakeholders and potential funders of the Council's role and work and promotion of partnerships and co-operation.</p> <p><i>[On-going]</i></p> <p>(c) Enhance the online <i>Broadsheet</i> publication by harnessing user feedback and other appropriate means so as to ensure that it remains informative for decision-makers, stakeholders and users and potential users of archives and records.</p> <p><i>[On-going]</i></p> <p>(d) Provide a unique Scottish contribution in support of the ARA's Archives Awareness Campaign 2013 theme, and in partnership with ARA, deliver a marketing and information event on the new campaign.</p> <p><i>[On-going from September 2013]</i></p> <p>(e) In partnership with the NRS, the Business Archives Council of Scotland (BACS) and the Ballast Trust, develop on the Scottish Council on Archives website a range of documents and photographs that reflect the historical commercial and industrial power of Scotland and the innovative strengths of the Scottish people as well as showing how business archives operate in the modern environment. The campaign will also include an NRS hosted exhibition and a series of related events.</p>	<p>Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p> <p>We realise our full economic potential with more and better employment opportunities for our people.</p>

	<p>[On-going from April 2013 to April 2014]</p> <p>(f) Engage with partners to deliver archive participation in the Commonwealth Games, Homecoming and other historic initiatives and events [On-going 2013-2014]:</p> <ul style="list-style-type: none"> • Work with Glasgow Life (Glasgow City Archives) to identify content within Scottish archives and elsewhere in the UK and also abroad to support an exhibition marking Scotland's links with the Commonwealth. • Harness the same co-operative approach to identify content for the Scottish Council on Archives website and for <i>Broadsheet</i>. • Engage with international archives to identify material illustrating the stories of the Scottish diaspora that support Homecoming and ancestral tourism initiatives. <p>(g) Work with UK archives partners to seek catalyst funding from the Heritage Lottery Fund (HLF) for training that allows archive services to embed fund-raising as a core activity.</p> <p>[May-December 2013]</p>	
<p>3. To seek to promote Scotland's reputation in the wider world through the richness and diversity of its archival heritage.</p>	<p>(a) Identify potential partners outside of Scotland in respect of ancestral tourism. [Summer 2013]</p> <p>(b) Devise a promotional plan to engage with identified partners. [December 2013]</p>	<p>We realise our full economic potential with more and better employment opportunities for our people.</p> <p>We take pride in a strong, fair and inclusive national identity.</p>
<p>4. To co-operate with the ARA on research into alternative delivery models for archives and records management services.</p>	<p>(a) Build on the TNA report on alternative delivery models by undertaking evidence-based research. [Autumn 2013]</p> <p>(b) Harness the research to provide guidance on how best to operate within alternative delivery models. [March 2014, subject to ARA input]</p>	<p>Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p>

<p>5. To promote archives and records management services and gather evidence of their social and economic impact.</p>	<p>(a) Obtain Scotland-specific impact data through the PSQG survey. <i>[Winter 2013]</i></p> <p>(b) Work with Archives Libraries and Museums Alliance UK (ALMA-UK) and with ARA to further understanding of the Economic Impact Tool. <i>[November 2013]</i></p> <p>(c) Assist individual archive services to use the Economic Impact Tool. <i>[On-going from June 2013]</i></p> <p>(d) Organise an awareness raising event that focuses on how the sector measures Economic Impact. <i>[January 2014]</i></p> <p>(e) Work with ALMA-UK to support the delivery of a toolkit to measure Social results in UK archives, libraries and museums. <i>[Throughout 2013-2014]</i></p>	<p>Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p> <p>We realise our full economic potential with more and better employment opportunities for our people.</p>
<p>6. To work with the National Library of Scotland and other bodies to establish a National Sound Archive and Digital Portal.</p>	<p>(a) Participate in the National Sound Archive Steering Group and contribute to the planning and delivery process. <i>[On-going]</i></p>	<p>We take pride in a strong, fair and inclusive national identity.</p> <p>Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p>

STRATEGIC GOAL 2

Strengthened leadership and a responsive, skilled workforce.

STRATEGIC OBJECTIVES	ASSOCIATED ACTIONS	RELEVANT SCOTTISH GOVERNMENT NATIONAL OUTCOMES
<p>1. To promote key skills and encourage their optimum use.</p>	<p>(a) Work with the Institute of Conservation (ICON) Scotland Group and ARA Scotland to provide support and promote the work of the Scottish Council on Archives Preservation Working Group and its Preservation Action Strategy for archives services.[Ongoing from September 2013]</p> <p>(b) Support the BACS in training to assist custodians of business records to share best practice. [On-going]</p> <p>(c) Work with TNA, ARA and Dundee University in planning a programme that will form part of a second phase HLF Skills for the Future application. [June-November 2013]</p> <p>(d) Work with Scottish Council on Archives staff to develop individual personal development plans and provide identified training. [On-going]</p>	<p>We take pride in a strong, fair and inclusive national identity.</p> <p>Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p> <p>We realise our full economic potential with more and better employment opportunities for our people.</p>
<p>2. To engage with decision-makers so as to secure mutually beneficial outcomes</p>	<p>(a) Work in partnership with the NRS and ARA to deliver an event to support leading officers in public bodies in implementation of the Public Records (Scotland) Act 2011 and in recognition of those individuals' legal responsibility for records management within their organisations. [Autumn 2013]</p> <p>(b) Provide decision-makers with regular updates on the work of the Scottish Council on Archives and, in partnership with other organisations, about archives and records management services that are relevant to their particular needs. [On-going from March 2013]</p>	<p>We take pride in a strong, fair and inclusive national identity.</p> <p>Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p> <p>We realise our full economic potential with more and better employment opportunities for our people.</p>

	<p>(c) Promote an evidence-based Preservation Action Strategy among services. <i>[On-going from October 2013]</i></p>	
<p>3. To promote the effective use and full participation of volunteers in archives.</p>	<p>(a) Ensure that work on the collection of statistics includes collection of data on the extent of the use of volunteers and the focus of their contribution in archives and records management services. <i>[On-going]</i></p> <p>(b) Work in partnership with ARA to explore how best to advance appropriate use of the talents, expertise and commitment of volunteers, and hold a jointly sponsored event on volunteering in archives and records management services. <i>[May 2012]</i></p> <p>(c) Assist with the development of the Volunteer Strategy being devised as part of a HLF funding bid for Scotland Online and encourage mainstreaming of the appropriate use of the talents, expertise and commitment of volunteers. <i>[On-going from June 2013]</i></p>	<p>We take pride in a strong, fair and inclusive national identity.</p> <p>Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p>

STRATEGIC GOAL 3

Co-ordinated response to the growing challenge of managing digital information so that it is accessible now and remains discoverable in the future.

STRATEGIC OBJECTIVES	ASSOCIATED ACTIONS	RELEVANT SCOTTISH GOVERNMENT NATIONAL OUTCOMES
<p>1. To promote proper management of born digital records and of associated paper records as essential to meeting business needs and encouraging better decision making and governance.</p>	<p>(a) Working with partners, harness different publicity tools that inform decision-makers and stakeholders about the most important issues in relation to both types of records. [On-going]</p>	<p>We realise our full economic potential with more and better employment opportunities for our people.</p>
<p>2. To promote within the sector and in partnership outside the sector the skills required for digital records management</p>	<p>(a) Address the digital continuity/preservation challenge by:</p> <ul style="list-style-type: none"> i. Working in partnership with NRS, Scottish Government and other partners, decision-makers and stakeholders to establish a <i>strategic</i> forum. [Ongoing from September 2013] ii. Delivering an event in association with <i>The Scotsman</i> newspaper that explores relevant issues. [Autumn 2013] 	<p>We realise our full economic potential with more and better employment opportunities for our people.</p> <p>Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p>

STRATEGIC GOAL 4

Comprehensive online access for archive discovery through catalogues and to digitised archive content by citizens.

STRATEGIC OBJECTIVES	ASSOCIATED ACTIONS	RELEVANT SCOTTISH GOVERNMENT NATIONAL OUTCOMES
<p>1. To create an online catalogue – <i>Scotland Online</i> – that includes digitised archive content and is built on co-operation with the holders of archives, provides the experience wanted by users and opening up the archival heritage to wider audiences.</p>	<p>(a) Continue to work with SCAN Ltd to leverage HLF funding. [On-going]</p> <p>(b) Subject to Phase 1 HLF funding being secured; work with the consultants/staff appointed in order to provide strategies covering: fund-raising, partnership development and activity and business plans. [June-September 2013]</p> <p>(c) Submit Phase 2 application for HLF funding. [Autumn 2013]</p> <p>(d) Subject to Phase 2 HLF funding, commence project delivery in line with the project plan set out in the application.</p>	<p>We take pride in a strong, fair and inclusive national identity.</p> <p>Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p> <p>We realise our full economic potential with more and better employment opportunities for our people.</p>

STRATEGIC GOAL 5

Active participation in cultural and learning partnerships promoting a sense of identity and place within the community.

STRATEGIC OBJECTIVES	ASSOCIATED ACTIONS	RELEVANT SCOTTISH GOVERNMENT NATIONAL OUTCOMES
<p>1. To promote understanding of Scotland's archival heritage, especially through cultural and learning partnerships and greater user involvement in service development and delivery.</p>	<p>(a) Promote the Learning and Archives Plan compiled by the Scottish Council on Archives Education Working Group, through various channels, including the General Teaching Council for Scotland publications. [On-going]</p> <p>(b) Building on lessons learned during the education pilot project in Aberdeen, Glasgow and Scottish Borders, devise and implement a plan to harness the use of archives in support of learning in Scottish schools. [October-December 2013]</p> <p>(c) Develop online content to support the study of World War One in Scottish schools. [December 2013]</p> <p>(d) Evaluate the pilot studies - especially in relation to social impact - and, on the basis of the evaluation, seek funding to extend the initiative, in particular by seeking to include learning and access as part of the HLF Scotland Online application. [December 2013]</p> <p>(e) The Scottish Council on Archives education officer will work in partnership with selected archive services to devise education materials that harness local collections, enhance links with local schools, facilitate archives staff training and embed good practice in the participating services as well as creating models of wider application. [December 2013]</p> <p>(f) In consultation with teachers and Education Scotland, create and publish 'education basics' training materials for archivists seeking to improve their skills in education and outreach work. [December 2013]</p>	<p>Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</p> <p>We take pride in a strong, fair and inclusive national identity.</p> <p>Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p> <p>We realise our full economic potential with more and better employment opportunities for our people.</p>

<p>2. To promote use of archives and records as a means of enhancing personal skills and encouraging personal and community pride and identity.</p>	<p>(a) Working with the Keeper of the Records of Scotland/Registrar General for Scotland, promote family history centres in local authorities that link archive and registration services, thus supporting increased genealogical tourism in the context of the 2014 Commonwealth Games and the Homecoming event. [On-going]</p> <p>(b) In partnership with the Community Archives and Heritage Group, hold an event – ‘Local Archives, Local Lives’ – that will explore the range of community archive and heritage groups in Scotland. [May 2013]</p> <p>(c) In partnership with family and local historians, address priority archives-related issues, including development of the Scotland Online offer. [On-going]</p> <p>(d) In partnership with the Scottish Association of Family History Societies, identify (among other things) skills and training issues in relation to the use of IT in archives services. [On-going]</p>	<p>Our public services are high quality, continually improving, efficient and responsive to local people’s needs.</p> <p>We take pride in a strong, fair and inclusive national identity.</p> <p>We realise our full economic potential with more and better employment opportunities for our people.</p>
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