BUSINESS PLAN

2014 - 2015

INTRODUCTION

This Business Plan covers the financial year beginning in April 2014. It is a year that promises significant change in how the Scottish Council on Archives operates. In March 2014, the Council became a Scottish Charitable Incorporated Organisation (SCIO). The change of status brings with it the need to consult widely within the archives and records management sector so as to create and embed a strategic vision and develop a membership scheme representative of the sector in Scotland.

The focus of the Business Plan is on what the Scottish Council on Archives will deliver during the year 2014 to 2015 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, practical commitments underpinning delivery of individual projects that each contributes to the Council's strategic direction. That strategic direction continues to be shared with the archives and records management sector in England and in Wales since the Scottish Council on Archives is committed 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 promotes quality and standards across the range of services that together make up the archives and records management sector in Scotland. Thus the Council will actively support on-going implementation of the Public Records (Scotland) Act 2011 and the raising of standards within the sector by means of Archive Service Accreditation and of the Archives and Records Management Services (ARMS) Quality Improvement Framework.

The Scottish Council on Archives is committed to advancing quality and standards, cost-saving, business efficiency and legislative compliance across public authorities and within the archives and records management sector. This commitment drives the strategic priorities and the supporting actions contained in this Business Plan. The numbers refer to the Strategic Goals and Associated Actions detailed in the Plan:

- Advance quality and standards, including support, promotion and improvement of the Archives and Records Management Services (ARMS) Quality Improvement Framework and of the Scottish Council on Archives Records Retention Schedules (SCARRS) tool; promoting archive sector awareness of the Preservation Assessment Survey Report for Scotland and the work of the Council's Preservation Committee; promoting the Archives and Records Association (ARA) competency framework; and co-operating in researching alternative service delivery models [SG1.1 (A)-(C); SG1.4(A)]
- Address the digital preservation challenge through partnership working in order to meet business needs and encourage better decision making and governance [SG1.1(D); SG 3.1(A)]
- Support and promote the evidence of the quality and wider impact of the archives sector through analysis of data (Public Services Quality Group surveys, Economic Impact Tool and cross-sectoral projects) [SG 1.1(E); SG 1.5(A)-(C)]
- Support and promote Archive Service Accreditation in co-operation with the National Records of Scotland [SG 1.1(F)]
- Promote understanding of copyright and re-use of public sector information through advocacy and training [SG 1.1(G)]
- Through events, the Council's website, Broadsheet, online resources and support for the Archives and Records Association's 'Explore Your Archive' and for the UNESCO Memory of the World Register engage in partnerships and co-operation that promote education, skills and training, the Commonwealth Games, Homecoming and other historic initiatives, family history and tourism [SG 1.2(A)-(D); SG 1.3(A)]
- Through support for and training as part of the HLF Catalyst Umbrella Fund project 'Giving Value', assist the archives sector to identify new funding opportunities [SG 1.2(E)]
- Promote key skills and their use through the work of the Council's Preservation Committee and by means of the HLF-funded Skills for the Future project (with partner bodies) and among Scottish Council on Archives staff [SG2.1(A)-(C); SG 2.2(B)
- Engage with and inform stakeholders on the Council's work and on relevant records management issues [SG 2.2(A)]
- Promote the use of volunteers in archives by participating in the ARA Archive Volunteering Award [SG 2.3(A)]
- Continue to work with the Scottish Archive Network (SCAN) Ltd. to leverage funding; identify and pursue funding opportunities; continue to address feedback from HLF regarding audience development and business sustainability by (a) the development of ancestral tourism resources and (b) holding a range of education

workshops for archive staff and developing education-related resources and materials; prepare to submit an application to the HLF Heritage Grants programme [SG 4.1(A)-(D)]

- Continue to try and leverage funding for Scotland Online in order to open up the archives heritage to wider audiences [SG 4.1(A)-(D)]
- Support the Scottish Council on Archives National Plan for Learning through workshops and education-related resources, and develop online content for commemoration of the First World War [SG 5.1(A)-(C)]

The Business Plan for 2014 to 2015 is (as in earlier years) challenging - to the Scottish Council on Archives and to its partner organisations and individuals. However, at its core sits a simple reality, namely that strength and effectiveness are to be found in mutually beneficial co-operation and support. A sector that has such an approach can deliver a range of initiatives, raise the profile of archives and show the relevance of archives and records management to the functioning of modern government and society.

STRATEGIC GOAL 1

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

STRATEGIC OBJECTIVES	ASSOCIATED ACTIONS	RELEVANT NATIONAL OUTCOMES
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.	**A** In support of its status as a Scottish Charitable Incorporated Organisation (SCIO), the Council will consult widely to create and embed a strategic vision underpinned by a membership scheme representative of the archives sector in Scotland [**From June 2014**].	Our public services are high quality, continually improving, efficient and responsive to local people's needs. We realise our full economic potential with more and better employment opportunities for our people.
	B Promote quality and standards in archives (including the Archives and Records Association UK & Ireland (ARA) competency framework) and support the implementation of the Public Records (Scotland) Act 2011 and of access to information legislation by [**On-going**]: **i** Providing Scotland-focussed contributions to the ARA 'Don't Risk It' campaign. **ii** Continuing to maintain, improve and widen use of the Archives and Records Management Services (ARMS) Framework, including providing training opportunities. **iii** Enhancing the content (including maintaining updates of statutory changes) and making more user-friendly the generic Scottish Council on Archives Records Retention Schedules (SCARRS) tool so as to maximise impact in local authorities in terms of cost-saving, business efficiency and legislative compliance. **iv** Promoting flexible use of ARMS and SCARRS by means of the Council website, through *Broadsheet*, using targeted contacts with actual and potential users and at events organised or supported by the Council. **v** Harnessing feedback from users of ARMS and SCARRS in order to ensure continuous improvement of the tools and their continuing to meet the full range of archives and records management service needs.	
	C Advance the preservation of archive collections by promoting: **i** Awareness within the archives sector of the Preservation Survey Report for Scotland and - through the Council's Preservation Committee - formulating evidence-based and practical preservation guidelines for archive services [**November 2014**].	

		ii The preservation guidelines among stakeholders [**On-going from November 2014**]. **iii** Preservation issues in *Broadsheet* and via the Council website [**On-going**]. **iv** Linking the Preservation Survey Report to ARMS [**September 2014**].
	D	Address the digital preservation challenge by working with interested partners to take forward the digital agenda [**On-going**].
	E	Analyse the results of the Public Services Quality Group (PSQG) Scotland surveys for 2013 and 2014 in order to: **i** Secure reliable base data on the quality of different aspects of archives services [**Autumn 2014**]. **ii** Provide Scottish data based on the new survey to support and inform UK-wide Economic Impact data [**Autumn 2014**]. **iii** Promote the use of the Economic Impact Tool [**Autumn 2014**]. **iv** In partnership with The National Archives (TNA), CIPFA and sectoral service providers, represent the Scottish archives and records management sector on the CIPFA forum in regard to the collection of statistics [**Ongoing**].
	F	Promote the UK-wide Archive Service Accreditation scheme by: **i** Participating fully in the panel that oversees the scheme [**On-going**]. **ii** Working with the National Records of Scotland (NRS) in promoting and providing administrative support and validators/assessors for the scheme (up to six applications across 12 months), including through *Broadsheet* and the Council website [**On-going**]. **iii** In partnership with NRS, continue to provide an advice service for those undertaking or considering undertaking accreditation [**On-going**]. **iv** Working with the NRS in order 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 [**On-going**]. **v** Celebrate the success of accreditation in Scotland [**On-going**].

	G	Promote understanding of copyright, the re-use of public sector information and related issues by: **i** As an accredited observer-member of the World Intellectual Property Organisation's (WIPO) Standing Committee on Copyright and Related Rights (SCCR), focussing on copyright-related international initiatives under discussion within that forum [**On-going**]. **ii** Sponsoring and organising at least four workshops for archivists that provide both general and detailed information on copyright and the re-use of public sector information, as well as covering international developments [**On-going from May 2014**]. **iii** Through a high-profile event, open up to the archives and records management sector expert advice and the opportunity for debate on copyright and related issues [**Autumn 2014**].	
	H	In a sector-wide co-operation, explore the practicalities of developing and implementing a collections policy or protocol that improves efficiency, enhances existing strengths, embeds sharing of information and encourages an approach more clearly representative of changes in Scottish society [**On-going from September 2014**].	

STRATEGIC OBJECTIVES		ASSOCIATED ACTIONS	RELEVANT NATIONAL OUTCOMES
2	To engage in partnerships within and beyond the sector so as to improve understanding of the sector and enhance funding opportunities.	**A** Hold a focussed event to promote [**By April 2015**]: • The key themes of 'Education, Skills and Training'. • Wider understanding of the contribution of archives to the themes. • The ARA 'Explore Your Archive' campaign.	Our public services are high quality, continually improving, efficient and responsive to local people's needs. We realise our full economic potential with more and better employment opportunities for our people.
		B Enhance the online *Broadsheet* 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 [**On-going**].	
		C Provide a unique Scottish contribution in support of ARA's on-going 'Explore Your Archive' initiative by means of an on-line presence - focussed on the campaign's theme of 'Archive Remembered' - to commemorate the centenary of the First World War [**November 2014**].	
		D Engage with partners to deliver archive participation in the Commonwealth Games, Homecoming and other historic initiatives and events [**On-going**]: **i** Promote the initiatives via the Council website and *Broadsheet* [**On-going**].	

		ii In co-operation with Visit Scotland and the Ancestral Tourism Steering Group, explore the practicalities of developing online family history resources [**On-going from May 2014**]. iii Promote a broad representation of Scottish archives at the 'Who Do You Think You Are?' (WDYTYA) Live event in Glasgow [**August 2014**].	
		E Work with partner bodies and support an initiative to provide updated guidance on caring for archives in a museum context.	
		F Assist the sector to identify new funding opportunities by: **i** Working with partners across the UK to promote the rollout of the three-year Heritage Lottery Fund (HLF) Catalyst Umbrella Fund project, 'Giving Value' [**On-going 2014-2016**]. **ii** Providing accommodation and associated support for the 'Giving Value' training courses and events in Scotland [**On-going 2014-2016**].	

STRATEGIC OBJECTIVES		ASSOCIATED ACTIONS		RELEVANT NATIONAL OUTCOMES
3	To seek to promote Scotland's reputation in the wider world through the richness and diversity of its archival heritage.	**A**	Promote Scotland's archival and other heritage treasures by organising and promoting the 2014 event for celebrating the UNESCO Memory of the World Register inscriptions [**June 2014**].	We realise our full economic potential with more and better employment opportunities for our people. We take pride in a strong, fair and inclusive national identity.

STRATEGIC OBJECTIVES		ASSOCIATED ACTIONS		RELEVANT NATIONAL OUTCOMES
4	To co-operate with ARA on research into alternative delivery models for archives and records management services.	**A**	Support and collaborate with TNA and ARA in exploring the TNA report on alternative service delivery models [**On-going**].	Our public services are high quality, continually improving, efficient and responsive to local people's needs.

STRATEGIC OBJECTIVES		ASSOCIATED ACTIONS		RELEVANT NATIONAL OUTCOMES
5	To promote archives and records management services	**A**	Obtain Scotland-specific impact data through the PSQG survey [**Autumn 2014**].	Our public services are high quality, continually improving, efficient and responsive to local

and gather evidence of their social and economic impact.	**B**	Work with the Archives, Libraries and Museums Alliance UK (ALMA-UK) and with ARA to further understanding of the Economic Impact Tool [**On-going**].	people's needs. We realise our full economic potential with more and better employment opportunities for our people.
	C	Work with ALMA-UK to support the delivery of cross-sectoral projects [**On-going**].	

STRATEGIC OBJECTIVES	ASSOCIATED ACTIONS		RELEVANT NATIONAL OUTCOMES
6 To work with the National Library of Scotland (NLS) and other bodies to establish a National Sound Archive and Digital Portal.	**A**	Participate in the National Sound Archive Steering Group and contribute to the planning and delivery process [**On-going**].	We take pride in a strong, fair and inclusive national identity. Our public services are high quality, continually improving, efficient and responsive to local people's needs.

STRATEGIC GOAL 2

Strengthened leadership and a responsive, skilled workforce.

STRATEGIC OBJECTIVES	ASSOCIATED ACTIONS	RELEVANT NATIONAL OUTCOMES
1 To promote key skills and encourage their optimum use.	**A** Work with the sector to provide support and promote the work of the Council's Preservation Committee and its Preservation Guidelines for archive services [**On-going**].	We take pride in a strong, fair and inclusive national identity. Our public services are high quality, continually improving, efficient and responsive to local people's needs. We realise our full economic potential with more and better employment opportunities for our people.
	B Rollout of 'Opening Up Scotland's Archives' - HLF funded Skills for the Future project - in collaboration with TNA, ARA and the University of Dundee to provide support for six trainees in the first year of the three-year funding [**On-going 2014-2017**].	
	C Work with the Council staff to develop individual personal development plans and provide identified training [**On-going**].	

STRATEGIC OBJECTIVES	ASSOCIATED ACTIONS	RELEVANT NATIONAL OUTCOMES
2 To engage with decision-makers so as to secure mutually beneficial outcomes.	**A** Provide decision-makers with regular updates on the work of the Council and, in partnership with other organisations, about archives and records management services that are relevant to their particular needs [**On-going**].	We take pride in a strong, fair and inclusive national identity. Our public services are high quality, continually improving, efficient and responsive to local people's needs. We realise our full economic potential with more and better employment opportunities for our people.
	B Promote evidence-based Preservation Guidelines among services [**November 2014**].	

STRATEGIC OBJECTIVES	ASSOCIATED ACTIONS	RELEVANT NATIONAL OUTCOMES
3 To promote the effective use and full participation of volunteers in archives.	**A** In partnership with other archives bodies, fully participate in the evaluation process and granting of the ARA Archive Volunteering Award, which annually identifies an outstanding project involving the harnessing of the talents, insights and commitment of volunteers working in archives [**By August 2014**].	We take pride in a strong, fair and inclusive national identity. Our public services are high quality, continually improving, efficient and responsive to local people's needs.

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 NATIONAL OUTCOMES
1 To promote the proper management of born digital records and of associated paper records as essential to meeting business needs and encouraging better decision making and governance.	**A** Working with others to secure an understanding of key issues for the creation and management of born digital records and their relevance to Scotland [**On-going**].	We realise our full economic potential with more and better employment opportunities for our people.

STRATEGIC GOAL 4

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

STRATEGIC OBJECTIVES	ASSOCIATED ACTIONS	RELEVANT NATIONAL OUTCOMES
1 To create an online catalogue - Scotland Online - that includes digitised archive content and is built on co-operation with the holders of archives, provides the experience wanted by users and opens up the archival heritage to wider audiences.	**A** Continue to work with the Scottish Archive Network (SCAN) Ltd. to leverage funding [**On-going**].	We take pride in a strong, fair and inclusive national identity. Our public services are high quality, continually improving, efficient and responsive to local people's needs. We realise our full economic potential with more and better employment opportunities for our people.
	B Identify and pursue funding opportunities [**On-going**].	
	C Continue to address feedback from HLF regarding audience development and business sustainability by: **i** The development of ancestral tourism resources [**On-going from May 2014**]. **ii** Holding a range of education workshops for archive staff and developing education-related resources and materials [**On-going from June 2014**]. **iii** Seek to promote and utilise audience development and public engagement related activities underway across the sector, in support of future funding applications [**On-going**].	
	D Prepare to submit an application to the HLF Heritage Grants programme [**On-going**].	

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 NATIONAL OUTCOMES
1 To promote understanding of Scotland's archival heritage, especially through cultural and learning partnerships and greater user involvement in service development and delivery.	**A** Promote the progress to date on the outcomes of the National Plan for Learning 2012-2015, compiled and led by the Council's Education Committee, through various channels [**On-going**]. **B** Publish the Education Committee's final report on the pilots [**July 2014**], and adopt the priorities and suggestions for initiatives for the current year: **i** At least four CPD workshops held across Scotland accompanied by education-related resources for archive staff [**On-going from June 2014**]. **ii** Development of a catalogue of good practice to be published on the Council website [**On-going**]. **iii** Production of a series of 'Hitchhiker Guides' providing basic understanding of the Scottish curriculum and education practice [**On-going**]. **iv** Production of templates on utilising archive resources within learning environments [**On-going**]. **C** Continue to develop online content to support the study of the First World War in Scottish schools [**On-going**].	Our young people are successful learners, confident individuals, effective contributors and responsible citizens. We take pride in a strong, fair and inclusive national identity. Our public services are high quality, continually improving, efficient and responsive to local people's needs. We realise our full economic potential with more and better employment opportunities for our people.

STRATEGIC OBJECTIVES	ASSOCIATED ACTIONS	RELEVANT NATIONAL OUTCOMES
2 To promote the use of archives and records as a means of enhancing personal skills and encouraging personal and community pride and identity.	**A** Working with NRS to promote family history centres in local authorities that link archive and registration services and support increased ancestral tourism [**On-going**].	Our public services are high quality, continually improving, efficient and responsive to local people's needs. We take pride in a strong, fair and inclusive national identity. We realise our full economic potential with more and better employment opportunities for our people.

W WWW.SCOTTISHARCHIVES.ORG.UK
E CONTACT@SCOTTISHARCHIVES.ORG.UK T +44 (0)131 535 1362
A GENERAL REGISTER HOUSE 2 PRINCES STREET EDINBURGH EH1 3YY