



BUSINESS PLAN
2015 - 2016

INTRODUCTION

This Business Plan covers the financial year beginning in April 2015. It is the year when newly-elected Trustees take on responsibility for the Scottish Council on Archives (SCA) as a Scottish Charitable Incorporated Organisation (SCIO). That inevitably involves changes in the internal administration of SCA, changes which should improve its already impressive record of administrative efficiency and innovation.

The focus of the Business Plan is on what SCA will deliver during the year 2015 to 2016 in support of the Strategic Goals and 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 SCA's strategic direction. That strategic direction was set following a stakeholder consultation that identified the priorities for the archives and records management sector in Scotland and how SCA could most effectively help to deliver those priorities as well as continue to act as the lead independent advocacy body for the sector.

SCA promotes quality and standards across the range of services that together make up the archives and records management sector in Scotland. Thus SCA will continue actively to support implementation of the Public Records (Scotland) Act 2011 as well as 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 SCA 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 overarches the Strategic Goals, Objectives and Associated Actions contained in this Business Plan. The numbers refer to the Strategic Goals, Objectives and Associated Actions detailed in the Plan:

- 1.1.1** Explore the practicalities of a collections policy or protocol agreed between archive collecting bodies that, among other things, embeds an approach more clearly representative of changes in Scottish society.
- 1.1.2** Work with CREATE to deliver workshops on recent developments in copyright and related issues and represent Scotland at international forums.
- 1.2.1** Provide decision-makers with up-to-date information on archives and records management services and on SCA.
- 1.3.1** Promote Scotland's genealogy offer.
- 2.1.1** Identify opportunities within and outside the sector that would equip professional staff to develop skills.
- 3.1.1-3** Promote skills within the sector.
- 3.2.1** Support the annual Archives and Records Association Archive Volunteering Award.
- 4.1.1** Work with the Digital Preservation Coalition and National Records of Scotland on strategic digital preservation issues.
- 5.1.1** Work towards the creation of an online archives catalogue.
- 6.1.1** Put in place a profile-raising PR and communications strategy that addresses the needs of SCA and the sector.
- 6.1.2** Support and celebrate quality and standards in archives - Public Records (Scotland) Act 2011 implementation, ARMS and SCARRS, Heritage Lottery Fund 'Giving Value' training courses and ARA 'Don't Risk It! Know Your Records' campaign.
- 6.1.3** Promoting understanding of and best practice in archives preservation.
- 6.2.1** Promote understanding and use of the Economic Impact Tool and secure robust statistics.
- 6.3.1-5** To promote understanding of Scotland's archival heritage, especially through education and cultural and learning partnerships.

As in previous years, the Business Plan for 2015-16 is challenging - to the SCA 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 with that 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 in Scotland.

1 STRATEGIC GOAL:

Promote joint working by service providers in order to build capacity, and create and support mutually beneficial partnerships.

OBJECTIVE 1.1

To promote more efficient use of constrained resources.

Relevant National Outcome(s):

- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
- We take pride in a strong, fair and inclusive national identity.

Reference	Action	Deadline
1.1.1	In sector-wide co-operation, explore the practicalities of developing and implementing a collections policy or protocol that takes account of the International Council on Archives (ICA) and Archives and Records Association (ARA) Codes of Ethics and improves efficiency, enhances existing strengths, embeds sharing of information and encourages across participating institutions an approach more clearly representative of changes in Scottish society.	Ongoing from April 2015
1.1.2	Working in partnership with CREATE to:	
1.1.2(a)	Deliver four CPD workshops for archivists on recent developments in copyright and related issues.	Ongoing
1.1.2(b)	Provide sector representation for Scotland on the World Intellectual Property Organisation's (WIPO) Standing Committee on Copyright and Related Rights (SCCR).	Ongoing

OBJECTIVE 1.2

To engage with decision-makers so as to secure mutually beneficial outcomes.

Relevant National Outcome(s):

- We realise our full economic potential with more and better employment opportunities for our people.
- Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Reference	Action	Deadline
1.2.1	Provide decision-makers with responsibility for archive services and/or records management with regular updates on the	Ongoing

	work of the Council and, in partnership with other organisations, about archives and records management services relevant to their particular needs.	
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OBJECTIVE 1.3

To position archives as a prominent element in an offer attractive to visitors to Scotland.

Relevant National Outcome(s):

- 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.
- Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Reference	Action	Deadline
1.3.1	Promote Scotland's genealogy offer, including the work of Visit Scotland, by:	
1.3.1(a)	Creating an online map that provides easy access to high level information about archive holdings across Scotland.	Ongoing from April 2015
1.3.1(b)	Continuing to work with National Records of Scotland (NRS) to promote family history centres in local authorities that link archive and registration services and support increased ancestral tourism.	Ongoing

2 STRATEGIC GOAL:

Actively encourage the development and appointment of individuals from the sector to senior decision-making roles.

OBJECTIVE 2.1

To co-operate with relevant bodies within and outside the archive and records management sector in order to advance understanding of the sector within a wider strategic and operational context.

Relevant National Outcome(s):

- We realise our full economic potential with more and better employment opportunities for our people.
- Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Reference	Action	Deadline
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2.1.1	Identify possible training opportunities within and outside the archive and records management sector that would equip professional staff to develop wider managerial skills.	December 2015
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3 STRATEGIC GOAL: Identify and support workforce development.

OBJECTIVE 3.1

To promote key skills and encourage their optimum use.

Relevant National Outcome(s):

- We realise our full economic potential with more and better employment opportunities for our people.
- We are better educated, more skilled and more successful, renowned for our research and innovation.

Reference	Action	Deadline
3.1.1	Support the three-year rollout of Heritage Lottery Fund Skills for the Future Programme 'Opening Up Scotland's Archives', in collaboration with the UK National Archives, Archives and Records Association and the University of Dundee.	Ongoing 2014-17
3.1.2	Promote the relevance of the Archives and Records Association Competency Framework to Archive Service Accreditation and to Records Management Plans required by the Public Records (Scotland) Act 2011.	December 2015
3.1.3	Provide ongoing support in the use of SCA tools, namely: <ul style="list-style-type: none"> • (ARMS) Archives and Records Management Services Quality Improvement Framework. • (SCARRS) Scottish Council on Archives Records Retention Schedules. 	Ongoing

OBJECTIVE 3.2

To promote the effective use and full participation of volunteers in archives.

Relevant National Outcome(s):

- 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.

Reference	Action	Deadline
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3.2.1	In partnership with other bodies, fully participate in the evaluation process and granting of the Archives and Records Association's Archive Volunteering Award, which annually identifies an outstanding project involving the harnessing of the talents, insights and commitment of volunteers working in archives.	August 2015
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4 STRATEGIC GOAL:

Support the Scottish sector in its development of the capacity and organisational sponsorship to effectively identify, curate and make accessible digital information in perpetuity.

OBJECTIVE 4.1

To promote the proper management of born digital records as essential to meeting business needs and encouraging better decision making and governance.

Relevant National Outcome(s):

- We realise our full economic potential with more and better employment opportunities for our people.
- We are better educated, more skilled and more successful, renowned for our research and innovation.

Reference	Action	Deadline
4.1.1	Continue to work with the Digital Preservation Coalition (DPC) and National Records of Scotland (NRS) on strategic issues relevant to identification of an agreed pathway for the delivery of digital preservation.	Ongoing

5 STRATEGIC GOAL:

Support the Scottish sector to develop the capacity and organisational sponsorship to develop relevant and valued online services.

OBJECTIVE 5.1

To promote wider use and understanding of Scotland's archival heritage.

Relevant National Outcome(s):

- 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.

- Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Reference	Action	Deadline
5.1.1	Work towards the creation of an online catalogue by exploring the practicalities of partnership working with the UK National Archives, in relation to its online 'Discovery' catalogue, and preparing a report setting out the benefits and non-benefits of including Scotland-based archive catalogues on that TNA platform.	October 2015

6 STRATEGIC GOAL:

Lead advocacy in Scotland for the sector's role in cultural heritage, business efficiency, and individual and community identity.

OBJECTIVE 6.1

To ensure that the Scottish Council on Archives is a user-focussed, evidence-based, sector profile-raising body that promotes best practice for the benefit of Scotland's archives and records management.

Relevant National Outcome(s):

- We realise our full economic potential with more and better employment opportunities for our people.

Reference	Action	Deadline
6.1.1	Devise a PR and communications strategy that:	
6.1.1(a)	Raises the profile of SCA within and beyond the archives and records management sector.	September 2015
6.1.1(b)	Promotes improved understanding of both sector-specific and wider issues that impact on the sector and its users.	September 2015
6.1.1(c)	Promotes exemplars of best practice in the sector.	September 2015
6.1.1(d)	Embeds and promotes links to other organisations operating in the archives and records management sector.	September 2015
6.1.1(e)	Supports the expansion of SCA membership, both in terms of numbers and of range of interests and skills.	September 2015
6.1.1(f)	Harnesses to maximum effect the SCA website and e-magazine <i>Broadsheet</i> .	September 2015

6.1.2	Support and celebrate quality and standards in archives by:	
6.1.2(a)	In partnership with individual organisations that employ SCA tools, maintaining and promoting those tools in support of implementation of the Public Records (Scotland) Act 2011 and access to information legislation: <ul style="list-style-type: none"> • (ARMS) Archives and Records Management Services Quality Improvement Framework. • (SCARRS) Scottish Council on Archives Records Retention Schedules. 	Ongoing
6.1.2(b)	Promoting the Archives and Records Association 'Don't Risk It! Know Your Records' campaign as part of a conference in support of implementation of the Public Records (Scotland) Act 2011.	February 2016
6.1.2(c)	In partnership with bodies from across the four home nations, supporting three-year Heritage Lottery Fund Catalyst Programme 'Giving Value' training courses and events in Scotland that promote good fund-raising practice.	Ongoing 2014-17
6.1.3	Promoting understanding of and best practice in archives preservation by:	
6.1.3(a)	Holding a key event focussed on disaster planning and response.	October 2015
6.1.3(b)	Producing practical preservation guidance.	Ongoing

OBJECTIVE 6.2

To promote archives and records management services as well as gather evidence of their impact.

Relevant National Outcome(s):

- We realise our full economic potential with more and better employment opportunities for our people.
- Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Reference	Action	Deadline
6.2.1	Promote understanding and use of the Economic Impact Tool so that the services and the sector secure robust statistics.	Ongoing

OBJECTIVE 6.3

To promote understanding of Scotland's archival heritage, especially through cultural and learning partnerships.

Relevant National Outcome(s):

- We realise our full economic potential with more and better employment opportunities for our people.

- We are better educated, more skilled and more successful, renowned for our research and innovation.
- Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
- Our children have the best start in life and are ready to succeed.
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
- 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.

Reference	Action	Deadline
6.3.1	Explore with Education Scotland and other organisations joint production and delivery around Scotland of archives-based CPD resources for teachers.	Ongoing from May 2015
6.3.2	Work towards professional recognition and accreditation of SCA as a CPD provider for teachers.	Ongoing from August 2015
6.3.3	Build the teachers' side of the SCA website and publicise to schools and teacher professional bodies, e.g. using material created with Education Scotland.	Ongoing from November 2015
6.3.4	Devise and begin to deliver a new programme of training workshops for archivists to assist them to work more effectively with schools and community groups.	Ongoing from March 2015
6.3.5	Ongoing refresh of the SCA website with relevant materials and links, including a series of screencasts to complement web resources publicising the website and monitoring its use.	Ongoing from April 2015



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