SCOTTISH COUNCIL ON ARCHIVES

BUSINESS PLAN: 1 SEPTEMBER 2009 TO 31 MARCH 2011

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SCA BUSINESS PLAN 2009-2011

1. RESEARCH AND STANDARDS		
1.1 Collation of Statistical Evidence and Case Studies	**2009-10** £-	**2010-11** £-

1. Background

The SCA does not yet have any statistical information on the provision or use of archive or records services in Scotland, nor any documented case studies of good practice.

2. Project Definition:

2.1 Project Objectives

1. To identify sources of statistical information on archives and record services in Scotland and put in place systems to obtain regular copies and updates.
2. To identify examples of good practice across archive and records services in Scotland and document them, including photographs and usable quotes.

2.2 Project Scope

Inclusions:
All non-national archives and records services in Scotland, aiming for a good geographical spread.

Exclusions:
Any archives not represented on the SCA.

2.3 Outline Project Deliverables and/or Desired Outcomes

1. A comprehensive overview of the use and provision of archives and records services in Scotland.
2. A substantial body of case studies that can be used to inform a variety of publications focusing on the contribution of archives to key national and local outcomes.
3. SCA staff have visited a majority of archives and records services in Scotland.

2.4 Constraints

Difficulties of pulling together and collating information from a wide variety of sources.
Challenges of geography, to get around Scotland in the time and travel budget available.
Problem that many archives services in Scotland are not currently in a position to undertake activities that could serve as case studies.

2.5 Interfaces

Organisations representing archives and records services on the SCA, including:

1. ASLAWG
2. RMS
3. SUSCAG
4. Society of Archivists
5. Health Archives Group

3. Outline Business Case

The project helps to fulfil the SCA objective: “To help make the case to local authorities and citizens for increased expenditure on our archival heritage”, as set out in the Scottish Government Grant Offer 2009-10.

4. Project Tolerances

Time

Ongoing

Cost

Ongoing

1. RESEARCH AND STANDARDS		
1.2 Quality Framework	**2009-10** £-	**2010-11** £5,000

1. Background

There is not a satisfactory self-assessment model for archives and records services in Scotland, whether in local government or otherwise. The SCA was uniquely placed to develop such a model and so, when funds were made available to the SCA by the Scottish Government in 2008-9, this was chosen as one of the priorities. The sum of £30,000 was allocated to employ a consultant to develop a self-assessment model for archives and records services in Scotland and Barbara Reed of the Australian consultancy Recordkeeping Innovation was appointed. She at once began work on researching other assessment models for archives and produced a preliminary report on what was currently available.

A week of consultations was planned for the spring but had to be abandoned when Barbara was refused entry to the country for visa reasons.

Meanwhile, the Scottish Government has been developing a draft quality improvement framework for local government culture and sport provision entitled “How Good Is Our Culture and Sport?” (HGIOCS). A draft for trialling purposes has been prepared for publication in summer 2009. It is expected that trialling will take place in the autumn and winter, with a view to the framework being rolled out in 2010-11.

Each of the main cultural and sport sectors (museums and galleries, libraries, archives, historic heritage, arts and sport) will be expected to develop a sector-specific self-assessment framework of its own to sit under HGIOCS, each of which will be entitled, “Taking a Closer Look At Our...” (in our case, “Taking a Closer Look At Our Archives and Records”).

It quickly became clear that the archives and records sector had to participate in this process in order to ensure that the sector is treated equally alongside other cultural services in local government, and that the SCA is seen to be playing its part in delivering Government outcomes. It was also recognised that a self-assessment quality framework for local authority archives and records services had to conform with HGIOCS.

This has inevitably meant a shift in the approach that we are asking from Barbara, away from a quantitative self-assessment process into an evidence-based qualitative process. As a result, Barbara requires a new steer to ensure that the remaining time she can spend on the project is spent effectively.

The Scottish Library and Information Council (SLIC) have already developed a “Public Library Quality Improvement Matrix” (PLQIM) which is seen as a model for the “Taking a Closer Look At Our...” frameworks. (PLQIM was developed to be used by individual library services; it is currently being rewritten to be used by local authorities.) SLIC receives over £400,000 a year from the Scottish Government to fund library service improvements based on PLQIM.

Museums Galleries Scotland have just employed a consultant, Tim Dent, also for £30,000, to develop their own equivalent, QIS. The intention is that he will be piloting QIS with 4 local authorities (Falkirk, Fife, Glasgow and Orkney) by New Year with a view to its being rolled out next year. He will also be preparing guidelines for local authorities undertaking the process. Scottish Arts Council have an assessment framework they use for arts organisations which, again, they will now rewrite for local authorities.

Barbara has produced a rough draft of a framework for discussion and, now that her visa issues are resolved, will be holding a series of consultations in Scotland on the week beginning 7 September.

Finally, in order to help improve archives and records services in Scotland, it is first necessary to establish what the current situation is, to determine what a “good” archives and records

service would consist of, and then to work towards bringing services up to that ideal. The self-assessment elements of the Quality Framework will help establish the current situation. But part of the Quality Framework project should also include a series of statements against which performance can be measured – what is a good service, what does it do? This will inform the Development Plan (4.1, below).

2. Project Definition:

2.1 Project Objectives

1. Develop a self-assessment quality framework for local authority archives and records management services in Scotland.
2. Create the archives sector's "Taking a Closer Look At Our..." contribution to the Scottish Government's draft quality improvement framework for local government culture and sport provision, "How Good Is Our Culture and Sport".
3. Develop meaningful key performance indicators for the archives and records management sector.
4. Develop a vision for what a "good" archives and records service looks like.

2.2 Project Scope

Inclusions:
The framework to be applicable to all local authority archives and records management services in Scotland.

Exclusions:

- Freedom of information or data protection services.
- Archives and records management services that are not managed by local government .

2.3 Outline Project Deliverables and/or Desired Outcomes

1. An evidence-based self-assessment quality framework for local authority archives and records management services in Scotland, that allows those services to be evaluated alongside other cultural services as part of How Good Is Our Culture and Sport.
2. Guidelines for using the framework.
3. A structured series of consultations with the archives and records sector in Scotland.
4. Successful trial of the framework with at least one local authority archive service.
5. Adoption of the framework by all archives and records management services.
6. Recognition of the framework by the Scottish Government and local authorities as part of HGIOCS.
7. Recognition of the framework by other cultural agencies, e.g., SLIC, MGS, etc.
8. A vision for what constitutes a "good" archive or record service.

2.4 Constraints

The budget for this project is already committed to employing a consultant, Barbara Reed, who is based in Australia and has limited availability to visit the UK. Some of her time has already been used in researching existing self-assessment models for archives and record services, in accordance with the terms of her contract.

2.5 Interfaces

1. Local authority representatives on the SCA.
2. The National Archives of Scotland.
3. Scottish Government (Angela Saunders) and all HGIOCS implementation groups and subgroups.
4. ASLAWG and RMS.
5. SLIC, MGS.

3. Outline Business Case

The project helps to fulfil the SCA objective: “To help make the case to local authorities and citizens for increased expenditure on our archival heritage”, as set out in the Scottish Government Grant Offer 2009-10.

4. Project Tolerances

Time

The framework must be completed and a trial held with at least one local authority archive service by 31 March 2009.

Cost

The main budget for this project, £30,000, has already been committed for consultants’ fees. Other expenditure in 2009-10 is limited to refreshments as part of the consultations, accommodation, staff travel, etc. A contingency budget of £5,000 has been identified for 2010-11 for piloting, evaluating and revising the framework.

Scope

See 2.2 Project Scope, above.

Risk

The amount of risk that is acceptable in the project to be agreed between the Project Manager and the Project Board.

Quality

The completed framework must be compatible with, and “look similar” to, other emerging “Taking A Closer Look At Our...” documents from other cultural agencies.

5. Quality Expectations

The framework must address the 6 high-level questions set out in HGIOCS (pp.13-15), namely:

1. What key outcomes have we achieved?
2. How well do we meet the needs of our stakeholders?
3. How good is our delivery of key processes?
4. How good is our management?
5. How good is our leadership?
6. What is our capacity for improvement?

2. ADVOCACY TO FUNDERS		
2.1 Respond to consultations, advice to Ministers	**2009-10** £-	**2010-11** £-

1. Background

The SCA will respond to consultations on archives, records and related matters, and will provide independent advice to Ministers on matters affecting records and archives.

2. Project Definition:

2.1 Project Objectives

1. To respond to consultations as appropriate.
2. To provide independent advice as required.

2.2 Project Scope

Inclusions:
All consultations or advice on archives, records and related matters.

Exclusions:
Matters relating to other bodies unless invited to comment.

2.3 Outline Project Deliverables and/or Desired Outcomes

1. The archives and records sector in Scotland seen as responsive and alert to professional issues.
2. The SCA seen as a representative voice on archival matters

2.4 Constraints

Lack of response to consultations from the sector. Difficulty of SCA staff being in a position to respond authoritatively on certain matters.

2.5 Interfaces

Organisations representing archives and records services on the SCA.

3. Outline Business Case

The project helps to fulfil the SCA objective: “To allow SCA to provide independent advice to Ministers on matters affecting records and archives, particularly following the abolition of the Scottish Records Advisory Council (a statutory NDPB)”, as set out in the Scottish Government Grant Offer 2009-10.

4. Project Tolerances

Time
Ongoing

Cost
Ongoing

2. ADVOCACY TO FUNDERS		
2.2 Archives Matter	**2009-10** £5,000	**2010-11** £-

1. Background

The SCA is committed to producing and launching a publication during 2009-10, taking as its inspiration the Australian publication "Archives Matter" (an attractive but detailed exposition of the role and work of archivists and records managers). Peter Anderson was contracted to write a text based on the Australian model, and the design company Studio 9 were contracted to produce the brochure. Peter Anderson has now produced a draft text, complete save for a few sections which would have to be written by the SCA.

The intention is to hold a high-profile launch at the Scottish Parliament, and the Minister for Culture has accordingly been approached and has confirmed that: "The Minister considers this an excellent opportunity to meet the archives community and to highlight the role they can play in a modern Scotland".

It has now been decided that the publication should reflect more closely the contribution that archives can make to a modern Scotland, with case studies and statistics relating to Scotland, and be less about the archives and records profession in general. To that end, further evidence will have to be collected, and therefore the publication date and the launch will have to be put back.

2. Project Definition:

2.1 Project Objectives

1. To deliver a brochure entitled "Archives Matter", celebrating the role archives can play in a modern Scotland, by 31 December 2009.
2. To organise a high profile launch of the brochure to be attended by, at least, the Minister for Culture, to be held by the end of February 2010

2.2 Project Scope

Inclusions:
All parts of the archives and records sector in Scotland, with a good geographical representation. Case studies of good practice.

Exclusions:
The brochure should not simply be a representation of the archives and records management professions, or the roles of archivists and records managers.

2.3 Outline Project Deliverables and/or Desired Outcomes

1. A brochure entitled "Archives Matter".
2. A high profile launch of the brochure.
3. The archives and records sector in Scotland are on the Scottish Government 'radar'.
4. The sector find the brochure a useful advocacy tool.

2.4 Constraints

The original concept of the brochure was based on the Australian publication, also called Archives Matter. Peter Anderson was contracted to write a draft text based on the Australian model, which he has done, with gaps for the Council to fill in with its own text. Although Peter's text broadly does what was asked of him, it is now felt that the brochure needs to be more focused on delivering outcomes, rather than an explanation of what archives are and what archivists and records managers do.

The Minister for Culture has expressed an interest in attending the launch and meeting the sector. This should not be jeopardised.

2.5 Interfaces

1. Studio 9 designers
2. Scottish Parliament/the office of the Minister for Culture

3. Outline Business Case

The project helps to fulfil the SCA objective: "To help make the case to local authorities and citizens for increased expenditure on our archival heritage", as set out in the Scottish Government Grant Offer 2009-10.

4. Project Tolerances

Time

The brochure must be completed by 31 December 2009.
The launch should take place before 28 February 2010.

Cost

Costs for the original concept of the brochure (including printing) have been covered by expenditure in 2008-9. The sum of £5,000 has been set aside to cover all expenses for the launch plus any additional external text that may required.

2. ADVOCACY TO FUNDERS

2.3 Advocacy Materials	**2009-10** £-	**2010-11** £12,500

1. Background

As part of its role in helping archive and records services in Scotland make the case for sustained or increased funding, the SCA will over time produce a series of publications showing the contribution archives and records services make to local and national outcomes.

A key priority will be the economic impact of archive and records management services.

The publications should also serve as exemplars to archivists and records managers, showing what can be achieved and giving the opportunity to learn from other people's experiences.

2. Project Definition:

2.1 Project Objectives

1. To employ a consultant to deliver a report into the generic economic impact of archives and records services in Scotland by 31 March 2011.
2. To establish a robust methodology for evaluating the economic impact of archives and records services .

2.2 Project Scope

Inclusions:
The economic impact of public-facing archive services in Scotland. Contribution to tourism, local economy, national economy.

Exclusions:
The economic impact of records management services to their employing organisations. An individually tailored economic assessment for each public-facing archive service.

2.3 Outline Project Deliverables and/or Desired Outcomes

1. A report into the generic economic impact of archives and records services in Scotland which sets out clearly and robustly what that impact is.
2. The report is recognised by the Scottish Government.
3. The report is a useful advocacy tool for the sector.

2.4 Constraints

Budget will limit the extent of the final report. Ability of smaller archive services to engage or provide meaningful data.

2.5 Interfaces

1. Museums Galleries Scotland, MLA for comparable methodologies.
2. ASLAWG and RMS.

3. Outline Business Case

The project helps to fulfil the SCA objective: "To help make the case to local authorities and citizens for increased expenditure on our archival heritage", as set out in the Scottish Government Grant Offer 2009-10.

4. Project Tolerances

Time

The report must be completed and handed over to SCA by 31 March 2010.

Cost

The budget for the project is £12,500, which is expected to constitute the consultants' fees, inclusive of VAT or other charges.

2. ADVOCACY TO FUNDERS		
2.4 Support the Business Archives Council Scotland Strategy	**2009-10** £-	**2010-11** £-

1. Background

The Business Archives Council Scotland (BACS) is in the process of developing a Business Archives Strategy for Scotland, to complement the National Strategy for Business Archives (England and Wales) produced by the Business Archives Council.

The SCA will support the Business Archives Council Scotland through the consultation phase of developing the strategy and will further look to support the implementation of the strategy as it emerges.

2. Project Definition:

2.1 Project Objectives

1. To support the BACS in developing and implementing its Business Archives Strategy for Scotland.

2.2 Project Scope

Inclusions:
General assistance.

Exclusions:
Serious commitment of staff time or other finance.

2.3 Outline Project Deliverables and/or Desired Outcomes

1. A BACS strategy that is recognised by stakeholders including the business and archives sector.

2.4 Constraints

Budget and staff time.

2.5 Interfaces

1. David Powell and Kiara King of BACS

3. Outline Business Case

The project helps to fulfil the SCA objective: “To help make the case to local authorities and citizens for increased expenditure on our archival heritage”, as set out in the Scottish Government Grant Offer 2009-10.

4. Project Tolerances

Time

(None)

Cost

No delegated budget.

2. ADVOCACY TO FUNDERS		
2.5 Support the Development of Family History Centres	**2009-10** £-	**2010-11** £-

1. Background

As part of the ScotlandsPeople initiative local authorities are also being encouraged to link their archive and registration services to provide local family history centres, and offering them access to the national databases. It is an objective in the grant offer to the SCA that it plays a role in assisting in this development.

2. Project Definition:

2.1 Project Objectives

1. To work with the National Archives of Scotland and explore ways in which the SCA can support the development of family history centres.

2.2 Project Scope

Inclusions:
Local authorities. Archives services, registration services and other heritage services.

Exclusions:
Archive services outside local government.

2.3 Outline Project Deliverables and/or Desired Outcomes

1. A development plan agreed with NAS over provision of family history centres.
2. Understanding of how family history centres might fit into the Quality Framework (1.2, above)

2.4 Constraints

Staff time. Lack of clarity and definition on outcomes of project.

2.5 Interfaces

1. NAS

3. Outline Business Case

The project helps to fulfil the SCA objective: “As part of the ScotlandsPeople initiative local authorities are also being encouraged to link their archive and registration services to provide local family history centres, and offering them access to the national databases. It is an objective in the grant offer to the SCA that it plays a role in assisting in this development”, as set out in the Scottish Government Grant Offer 2009-10.

4. Project Tolerances

Time

By 31 March 2011

Cost

No delegated budget.

3. MARKETING TO THE PUBLIC		
3.1 Archives Awareness	**2009-10** £10,000	**2010-11** £10,000

1. Background

The annual Archives Awareness Campaign (AAC) organised by the National Council on Archives encourages archive services to promote themselves to the public. Although there is no direct funding associated with the campaign, the fact that a number of archive services across the country engage in a number of events each year on a particular theme helps raise awareness of archives in general. The campaign usually runs in the autumn, from October through to December. The theme for 2009 is "Take Flight".

Take-up in Scotland is usually low.(For example, the national AAC website lists only one event for Scotland in 2008.) The annual AAC provides a convenient peg for the SCA to hang a number of promotional activities on, to be seen to be supporting the sector, as well as to support a laudable national initiative.

Given the timescale, the 2009 campaign is bound to be slightly rushed. This is accepted, and the intention is to prepare the ground in 2009, to do what we can, with a view to a more organised campaign in 2010. (Success will be reviewed after the 2010 campaign, but without dedicated funding it is unlikely that the SCA will continue to fund AAC after 2011.)

2. Project Definition:

2.1 Project Objectives

1. To deliver a high quality Archives Awareness Campaign in 2009 and 2010.

2.2 Project Scope

Inclusions:
Activities that promote archive services or their collections to the public.

Exclusions:
Anything else.

2.3 Outline Project Deliverables and/or Desired Outcomes

1. High quality Archives Awareness Campaigns in 2009 and 2010 which raise awareness of archives with the public.
2. An evaluation of both campaigns.
3. The profile of the SCA with archive services and users in Scotland is raised.
4. The profile of the SCA with the NCA and other national bodies is raised.

2.4 Constraints

Timescale is tight for 2009 – may not be possible to organise a really good campaign in the time available, especially if a grant scheme is envisaged. Restrictive subject matter of the campaigns – "Take Flight" for 2009 and "Discovery – Archives in Science, Technology and Medicine" for 2010.

2.5 Interfaces

1. NCA.
2. ASLAWG.
3. In 2010 – wider engagement with the whole sector.

3. Outline Business Case

The project helps to fulfil the SCA objective: “To provide a cost effective means of promoting archives”, as set out in the Scottish Government Grant Offer 2009-10.

4. Project Tolerances

Time

The 2009 campaign to be completed by 11 December 2009.
The 2010 campaign to be completed by 10 December 2010.

Cost

The budget for each of the campaigns is £10,000.

3. MARKETING TO THE PUBLIC

3.2 SCA Website	**2009-10** £-	**2010-11** £1,000

1. Background

The SCA established its own website in the spring of 2009, having previously been hosted by the Society of Archivists. The URL for the new website is http://www.scoarch.org.uk/home .

The intention is now to use the website as a means of promoting archives to the public by celebrating developments in archives services across Scotland, as well as posting information of interest to those who work in archives and records services and acting as a forum for debate.

2. Project Definition:

2.1 Project Objectives

1. To promote developments in archive services across Scotland.
2. To post information of interest to those who work in archives and records services in Scotland.
3. To encourage members of the SCA and the sector to use the website as a forum for debate.
4. To provide recommendations to the SCA for future developments to the website post 2011.

2.2 Project Scope

Inclusions:
Activities that promote archive services or their collections to the public. News, consultations and other items of interest to the archives and records community in Scotland.

Exclusions:
Items that would more effectively be posted to other forums, e.g., Jiscmail, etc. Any inappropriate material, or images or text that might bring the SCA into disrepute.

2.3 Outline Project Deliverables and/or Desired Outcomes

1. The SCA website becomes the main forum for news and discussion among archives and records management practitioners in Scotland, and is a valued source of information to the public.

2.4 Constraints

Time. Capacity of staff to gather news and information stories. Willingness of archivists, records managers and conservators to actually post news or comments.

2.5 Interfaces

1. ASLAWG.
2. RMS.
3. SAFHS.

3. Outline Business Case

The project helps to fulfil the SCA objective: “To provide a cost effective means of promoting archives”, as set out in the Scottish Government Grant Offer 2009-10.

4. Project Tolerances

Time

-

Cost

The sum of £1,000 has been identified to commission any improvements or changes to the functionality of the website in 2010-11.

4. DEVELOPING THE SECTOR		
4.1 Development Plan	**2009-10** £-	**2010-11** £-

1. Background

In order to help improve archives and records services in Scotland, it is first necessary to establish what the current situation is, to determine what a "good" archives and records service would consist of, and then to work towards bringing services up to that ideal.

The Quality Framework (1.2, above), currently under development, will help establish the current situation, and will define what constitutes a "good" archive and records service.

The Development Plan will map the steps required to achieve that.

2. Project Definition:

2.1 Project Objectives

1. To create a Development Plan for the sector to raise standards and improve performance, linked to the Quality Framework criteria.
2. To determine indicative costings.

2.2 Project Scope

Inclusions:
All core activities of archives and records services. All parts of the sector (local government, universities, higher education, health boards, etc.). Proposals for funding to be included also, together with evaluation criteria.

Exclusions:
Freedom of information and data protection.

2.3 Outline Project Deliverables and/or Desired Outcomes

1. A costed Development Plan for the archives and records sector in Scotland.
2. Recognised by the Scottish Government as the strategic plan for non-national archives in Scotland.

2.4 Constraints

Lack of currently available funds to implement the plan, now and in the foreseeable future, therefore danger that the plan is seen as another "Archives Task Force". Difficulty of balancing the views (and needs) of the sector with the views (and requirements) of Government.

2.5 Interfaces

1. ASLAWG.
2. RMS.
3. Scottish Government.
4. NAS.

3. Outline Business Case

The project helps to fulfil the SCA objective: "To provide a cost effective means of promoting archives", as set out in the Scottish Government Grant Offer 2009-10.

4. Project Tolerances

Time

Plan to be completed by 31 March 2010.

Cost

-

4. DEVELOPING THE SECTOR		
4.2 Scottish Catalogues Online	**2009-10** £-	**2010-11** £-

1. Background

The Council employed the consultants Julian Tomlin and Martin Bazley to produce a report into the feasibility of extending SCAN from collection level to item level descriptions. The report was completed in July 2009.

The report identifies 4 options for the development of Scottish Catalogues Online, including a new database structure and related support. These are:

- The National Archives of Scotland;
- The Archives Hub;
- CALMWEB from Axiell;
- KE Emu.

2. Project Definition:

2.1 Project Objectives

1. To identify a single preferred option, costed with recommendations for funding, to be ratified by the SCA by 31 March 2010.

2.2 Project Scope

Inclusions:
All SCAN participants.

Exclusions:
All archives that fall outside the SCAN criteria for inclusion.

2.3 Outline Project Deliverables and/or Desired Outcomes

1. A single recommendation to the SCA by 31 March 2010, with options for funding.
2. A consultation meeting with stakeholders in October to determine selection criteria.
3. Each of the 4 providers invited to present as part of an interview and selection process in January 2010.

2.4 Constraints

Willingness of each option to tender for the work. The slightly uncertain position of SCAN.

2.5 Interfaces

1. SCAN
2. NAS
3. Suppliers of each of the 4 options.

3. Outline Business Case

The project helps to fulfil the SCA objective: “To provide a cost effective means of promoting archives”, as set out in the Scottish Government Grant Offer 2009-10.

4. Project Tolerances

Time

Recommendation to be presented to SCA by 31 March 2010.

Cost
-

4. DEVELOPING THE SECTOR		
4.3 Generic Retention Schedules	**2009-10** £15,000	**2010-11** £-

1. Background

There are no generic retention schedules readily available in Scotland to help records managers determine how long classes of records should be kept. The SCA could make a significant contribution to the work of records managers by developing these and making them freely available via its website.

The Historical Abuse Systemic Review by Tom Shaw (2007), Chapter 5, focuses on the records of residential schools and children's homes in Scotland, and states that "The lessons of this review point to an urgent need to take action to preserve historical records, ensure that residents can get access to records and information about their location". By making the records identified in the Shaw report a priority, this project will contribute to the delivery of the report's recommendations.

2. Project Definition:

2.1 Project Objectives

1. To establish generic retention schedules for classes of records in Scotland, these to be made available free of charge via the SCA website.
2. To make as a priority those classes of records referred to in the Shaw Report on Historic Abuse.
3. To identify other sources of funding for the project and try to secure same.
4. To provide recommendations to the Council on future work relating to generic retention schedules.

2.2 Project Scope

Inclusions:
All classes of records managed by records managers in Scotland, with a priority given to those records covered by the Shaw Report.

Exclusions:
-

2.3 Outline Project Deliverables and/or Desired Outcomes

1. Generic retention schedules available free of charge via the SCA website.
2. Report on future generic retention schedule activity, including recommendations of keeping them up-to-date.
3. Recognition by the Scottish Government of the contribution to the Shaw Report recommendations.
4. Enhanced recognition by records management sector of the value of the SCA.

2.4 Constraints

Budgetary constraints will require a degree of prioritisation. The SCA must have ownership of the finished retention schedules.

2.5 Interfaces

1. RMS
2. SoA
3. NAS

3. Outline Business Case

The project helps to fulfil the SCA objective: “To complement the work of NAS in promoting improvements in non-national archive services in Scotland”, as set out in the Scottish Government Grant Offer 2009-10.

4. Project Tolerances

Time

The project to be completed by 31 March 2010.

Cost

The sum of £15,000 has been allocated to this project. This may be spent on consultants.

4. DEVELOPING THE SECTOR		
4.4 SCAN Grant Scheme	**2009-10** £-	**2010-11** £-

1. Background

The SCA is to deliver a grants scheme on behalf of the Scottish Archive Network (SCAN) to the value of £60,000.

2. Project Definition:

2.1 Project Objectives

1. To deliver a successful grant scheme on behalf of SCAN, in which all monies are spent and all projects meet expected aims and objectives.

2.2 Project Scope

Inclusions:
Participants of SCAN.
Projects must meet SCAN aims by doing one of the following: contributing to SCAN's electronic catalogue; digitising for preservation; or digitising for access.

Exclusions:
Organisations that fail to meet SCAN eligibility criteria.

2.3 Outline Project Deliverables and/or Desired Outcomes

1. The scheme is a success, all grants are taken up and all projects meet stated aims and objectives.
2. The sector recognises the benefits of the scheme and gives credit to the SCA.
3. SCAN feels that the scheme was a success.

2.4 Constraints

Timescale may be a factor for some applicants. Low take-up, and low impact, of previous small grants scheme suggests that an alternative approach is required.

2.5 Interfaces

1. SCAN

3. Outline Business Case

The project helps to fulfil the SCA objective: "To provide a cost effective way of pump priming development of Scotland's non national archive services", as set out in the Scottish Government Grant Offer 2009-10.

4. Project Tolerances

Time

The project to be completed by 31 July 2010.

Cost

The SCA will deduct 10% (i.e., £6,000) of the total sum available, for administrative fees.

4. DEVELOPING THE SECTOR		
4.5 Support Archive Pace Setters	**2009-10** £-	**2010-11** £-

1. Background

Archives Pace Setters is an initiative by the National Council on Archives to celebrate innovation and excellence in archives services. It arose partly as a response to the failure of the Archives Task Force report to generate any significant funding for the sector, and the lack of funding for archives in the last Governmental Comprehensive Spending Review. It was felt that the archives sector should make a positive contribution to raise its profile, and not simply hope that things might change for the better in future.

To that end, each year nominations will be sought from the sector, from services which can demonstrate good practice, are making the best use of resources, piloting innovation, etc. Awards will be made and recipients will be awarded an "Archives Pace Setter" brand badge. It is hoped that this will help raise the profile of archives in general, and help successful services advocate their importance to their funding bodies.

(See http://www.nca.org.uk/about_nca/archive_pace_setter_scheme/ for more information.)

The role of the SCA in supporting this scheme will be restricted to promoting it in Scotland, encouraging Scottish archives services to put themselves forward, helping them through the process and sitting on the national awards panel.

2. Project Definition:

2.1 Project Objectives

1. To help ensure that the Archives Pace Setters scheme is a success in Scotland.
2. To ensure a good representation of Scottish archives services in the scheme.

2.2 Project Scope

Inclusions:
All archives and records services in Scotland

Exclusions:
-

2.3 Outline Project Deliverables and/or Desired Outcomes

1. Hosting one promotional event in Scotland.
2. Promotion of the scheme via the SCA website, mailing lists, ASLAWG, etc.
3. At least one Scottish archive successfully branded an Archive Pace Setter.

2.4 Constraints

The extent to which archive services in Scotland can demonstrate innovation. Capacity of staff to promote the scheme.

2.5 Interfaces

1. NCA
2. ASLAWG

3. Outline Business Case

The project helps to fulfil the SCA objective: "To motivate existing staff and volunteers in Scotland's archives", as set out in the Scottish Government Grant Offer 2009-10.

4. Project Tolerances

Time

Ongoing

Cost

Staff time limited to promotional and other activities as outlined above.

4. DEVELOPING THE SECTOR		
4.6 NPO Surveys	**2009-10** £-	**2010-11** £-

1. Background

The SCA has paid the National Preservation Office for 15 Preservation Assessment Surveys (PAS) to be carried out in archive services in Scotland, with additional support offered by the NAS Conservation Branch. Edinburgh City and Moray Council had separately applied for funding for a PAS survey through the SCA Small Grants Scheme, and so have received the first two places. 4 more archive services are to complete surveys this year in response to the scheme being advertised on Scotarch. There are 9 remaining places to be taken up by 31 December 2010.

2. Project Definition:

2.1 Project Objectives

1. 15 archive services in Scotland undertake Preservation Assessment Surveys with support from the SCA.
2. To establish a proper application criteria and application process for the remaining 9 surveys.

2.2 Project Scope

Inclusions:
Archive services already signed up, and in future those who meet criteria (i.e., those who have not done a survey before, etc.).

Exclusions:
Those who have already carried out surveys or do not fall under the criteria drawn up for the project.

2.3 Outline Project Deliverables and/or Desired Outcomes

1. A training day to be held in January 2010.
2. The scheme is a success, all surveys are taken up and are completed.
3. The sector recognises the SCA's contribution arising from this project.
4. We have more knowledge and statistics about the sector's position with regard to conservation.

2.4 Constraints

Timescale may be a factor for some applicants. Low take-up, and low impact, of previous small grants scheme suggests that an alternative approach is required. Potential risk of any joint scheme that priorities of partners may not exactly coincide with those of SCA.

2.5 Interfaces

1. NAS Conservation Branch
2. National Preservation Office

3. Outline Business Case

The project helps to fulfil the SCA objective: “To provide a cost effective way of pump priming development of Scotland’s non national archive services”, as set out in the Scottish Government Grant Offer 2009-10.

4. Project Tolerances

Time

The 9 remaining surveys to be completed by 31 December 2010. Given the lead-in time required, the training day will need to take place by the end of January 2010.

Cost

Paid for in 2008-9. Small costs may be incurred in holding training day, refreshments etc.

5. ORGANISATIONAL MATTERS		
5.1 Membership Scheme	**2009-10** £-	**2010-11** £-

1. Background

In June 2009 the SCA decided to introduce an institutional membership scheme with subscriptions, replacing the current membership situation, with individuals representing bodies from the archives and records sector in Scotland.

At the time it was proposed that the new arrangements come into force in 2010, but given the work that will have to take place in determining subscriptions and membership fees and defining the offer to members, it is now proposed that the membership scheme should start in April 2011. The role of members will also be affected by the way the SCA is set up as a company, which is another reason for delaying its introduction until that is clearer.

2. Project Definition:

2.1 Project Objectives

1. To determine the level of membership fees after appropriate consultation with stakeholders.
2. To determine the "offer" to members, i.e. the benefits of being a member of the SCA.

2.2 Project Scope

Inclusions:
For consideration: all archives and record services in Scotland, their employing bodies and bodies representing other parts of the sector, e.g., users.

Exclusions:
Individuals.

2.3 Outline Project Deliverables and/or Desired Outcomes

1. Chart of membership fees, scalable to size and type of organisation.
2. Defined offer of benefits to members.

2.4 Constraints

Many small offices will find it difficult to pay substantial membership fees, especially if the benefits are unclear. May be difficult to define a really attractive package of benefits unless grant funding is involved.

2.5 Interfaces

1. ASLAWG
2. SLIC and MGS for comparable membership schemes.

3. Outline Business Case

The project helps to fulfil the SCA objective: "To lever in additional resources from funding bodies and commercial sponsors", as set out in the Scottish Government Grant Offer 2009-10.

4. Project Tolerances

Time

To finalise the offer by 30 September 2010.

Cost
-

5. ORGANISATIONAL MATTERS		
5.2 Establish SCA as Company and Charity	**2009-10** £-	**2010-11** £1,500

1. Background

In order for the SCA to fulfil its role as the equivalent body for archives which SLIC and MGS are for libraries and museums respectively, and in order to continue to receive funding from the Scottish Government, it must establish itself as a company limited by guarantee and a charity.

A draft Memorandum and Articles of Association and Byelaws were prepared in 2007 but were not acted upon. It is now proposed that those documents are reviewed, and that the SCA proceeds to establish itself as a charitable company as soon as possible.

2. Project Definition:

2.1 Project Objectives

1. To review the Memorandum and Articles of Association and Byelaws.
2. To recommend how many Board Members there should be, what roles and how selected.
3. Ensure proper consultation with the membership of the SCA and the archives and records sector in Scotland.
4. To register the SCA as a company limited by guarantee.
5. To register the SCA as a charity.

2.2 Project Scope

Inclusions:
The current Memorandum & Articles of Association and Byelaws. Composition of Board, what sort of organisation the SCA should be (e.g., close to what it is now, or closer to SLIC or MGS?).

Exclusions:
-

2.3 Outline Project Deliverables and/or Desired Outcomes

1. A consultation exercise with the sector on what sort of organisation the SCA should be and how constituted.
2. A recommendation on the constitution to come back to the Council for decision.
3. The SCA successfully established as charitable company.
4. The SCA recognised by the Scottish Government as a body it can support.

2.4 Constraints

Timescale – the sooner this can happen the better for our credibility. Difficulty of getting a consensus from the many points of view that are bound to arise during consultation.

2.5 Interfaces

1. All bodies represented on the SCA and their membership.

3. Outline Business Case

The project does not directly help to fulfil any of the SCA objectives but is a necessary precursor to all of them.

4. Project Tolerances

Time

31 March 2010.

Cost

£1,500 has been set aside for unforeseen legal and other fees arising as part of the process.

	BUSINESS PLAN 2009-11 TIMELINES	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	1. Research and Standards																			
1.1	Collation of statistical evidence																			
1.2	Quality Framework																			
	2. Advocacy																			
2.1	Respond to consultations																			
2.2	Archives Matter																			
2.3	Advocacy materials																			
2.4	Support Business Archives Council consultations																			
2.5	Support the Development of family history centres																			
	3. Marketing to Public																			
3.1	Archives Awareness Campaigns																			
3.2	Website																			
	4. Development																			
4.1	Creation of Development Plan																			
4.2	Scottish Catalogues Online																			
4.3	Generic retention schedules																			
4.4	SCAN Grants scheme																			
4.5	Support Archives Pace Setters																			
4.6	NPO Preservation Surveys																			
	5. Organisational																			
5.1	Membership scheme																			
5.2	Establish SCA as company & charity																			