

# SCA

SCOTTISH COUNCIL ON ARCHIVES

## CORPORATE PLAN

2011-2014

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## BUSINESS PLAN

2011-2012

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## WELCOME

This publication is intended to address a whole range of stakeholders. You may never have heard of archives and came across the publication by accident. I hope you feel sufficiently curious and interested to read on, and then to explore how you could use archives.

At the other end of the spectrum, you may be a records manager or an archivist, who accesses the *SCA Corporate and Business Plans* out of professional interest. I hope they inform and enlighten but above all motivate you to participate in the activities of the SCA

You may be a decision-maker – an elected representative or an official – and have had this publication drawn to your attention. I appreciate that time is precious and that the diary will be full to overflowing, but I would ask you to spare such time as you can to reading the publication.

From the casual reader, to the person with a professional interest, to the elected representative or an official, all should have something in common, namely an interest – perhaps even a passion – about what makes Scotland what she is. Archives and records management together address what has made the nation and what our people need and will need by way of record-related services. All readers are welcome. Even more welcome will be those who feel enthused enough to respond to the content and contact the SCA. Your views really do count.

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SCA

SCOTTISH COUNCIL ON ARCHIVES

# CORPORATE PLAN

2011-2014

## FOREWORD

### *Priceless national asset*

Archives and records are a priceless national asset. They constitute the written national memory; they reflect the development of communities; and they contain otherwise unobtainable information about individuals and families. Archives are as rich and as deep as the experiences of the nation, of communities and organisations, and of families and individuals. There is an almost unimaginable accumulation of information spread across institutions in Scotland thanks to the generosity of individual private depositors, the co-operation of public authorities (including Government) and the dedication of a relatively small cohort of professional archivists and records managers.

### *A challenge for archives*

Whatever the vibrancy and information value of archives, they have a visibility problem in two senses. Firstly, they may lack visual impact, which is a problem in an age where images can be seen (literally) as more important than content. Secondly, there is a tendency – one that flows from a lack of visual impact – to look elsewhere for the elements that, when pulled together, tell a story. Perhaps it is therefore understandable that the contributions archives might make are missed out. Correcting those omissions falls to archives themselves. Of course, using archives requires an investment of time. They are sometimes hard to understand and therefore can be challenging. In fact, archives are rather like life: often a bit complicated, even puzzling, but well worth experiencing. Raising the profile of archives is a challenge, and it is a challenge that is already being tackled. It is a challenge that has informed and directed the content of the Corporate Plan and the associated Business Plan.

### *Purpose of Business and Corporate Plans*

These are the realities that inform both the Scottish Council on Archives' Corporate Plan and the Business Plan. The former document states the key strategic goals and objectives of the SCA for the years 2011 to 2014. The latter document sets out the specific actions to be taken during the year 2011 to 2012 that will move us steadily towards achieving the strategic goals and objectives. However, the archives and records management sector is undergoing significant and, in some areas, rapid change. It is therefore appropriate that the SCA should recognise that environment and seek to have a built-in flexibility that allows for annual review of the Corporate Plan while ensuring that the strategic direction remains fixed.

Passage of the Public Records (Scotland) Act 2011 provides Scotland with a unique opportunity to advance the procedures and practices that sit at the heart of records management. At the same time it provides the occasion to highlight the importance of archives for the nation, the community, the family and the individual. To achieve those vital objectives requires a firm commitment across the archives and records management sector to partnership working, and not just within the sector but also wherever such working offers mutually important benefits.

### *What is important to the SCA – and Why*

The SCA is committed to ensuring much wider access to the written national memory. That means the opening up of more archives to existing users but, even more importantly, it means attracting potential users, including those who would never think of using 'old documents'. It means employing every practical method – especially opportunities provided by the internet – to feed the sense of curiosity and discovery, to educate in the widest sense and to convince users and potential users that exploring documents can quite simply be fun.

The SCA is grateful for the funding it receives from the Scottish Government. That funding assists the SCA in its roles of representing and advising members and acting as a voice of consensus on all matters affecting the Scottish archives and records management community. The SCA secures its strength from the ability to draw representation and expertise from right across the sector: from public authorities, including local authorities and health boards; from national institutions; from universities; and from user and other groups. The resulting variety of perspectives and access to different experiences and skills informs and strengthens the SCA as a strategic agency and equips it to act as a facilitator of 'hands on' activities.

The breadth of representation ensures that the SCA is ambitious in what it seeks to achieve. Thus it supports historic archives in local authority and other archive offices, modern records management and electronic document management services, community archives, and activities such as conservation and preservation, as well as digitisation and learning. It also aims to promote archive services to the wider public by publicising initiatives such as the annual Archives Awareness Campaign promoted by the Archives and Records Association. 2011 promises to be an exciting year and the subsequent two years covered by our Corporate Plan will be no less so.

The SCA is convinced of the importance of what it does because it knows that archives and records

management are essential for the nation. The memories and identity of Scotland and of its communities and organisations, families and individuals are all to be found in the millions of documents that make up ‘the archives’. The responsibility for preserving and making available such a rich heritage is no small task. It is a task that can be led by the professional archivists and conservators, but they cannot hope to succeed alone. If the archives tell the story of Scotland, then the people of Scotland must be encouraged to appreciate them to the full and use them to the full.

The value of records management – in a sense the business side of archives – cannot be over-emphasised. If we woke up one day to find that every record we possessed – all papers, all photographs – had disappeared, we would feel an immediate sense not only of confusion but also of loss. If the records that are maintained in their hundreds of millions by the range of organisations that impact on our daily lives (directly and indirectly) were to similarly vanish, we would soon descend into chaos. Records sit at the heart of business in the broadest sense and effective records management ensures that information is readily accessed for every use imaginable.

There is a message that is simple and worth repeating: archives and records management are essential for Scotland, for its day-to-day business and as an expression of national identity.

*Irene O’Brien (Dr)*  
*Chair of the Scottish Council on Archives*

## VISION STATEMENT

To preserve Scotland's archives in their full richness and diversity and communicate their unique value; to champion records management improvement; and to open up records and archives to use by everyone.

## MISSION STATEMENT

To strengthen both consensus and service delivery in Scottish archives and records management by facilitating present and future development of shared standards and assets.

## CONTRIBUTING TO A BETTER SCOTLAND

The SCA welcomes funding from the Scottish Government as both recognition of the importance of archives and of the role of the SCA within and beyond the sector. The SCA Corporate and Business Plans seek to further and support the Strategic Objectives and associated National Outcomes set by the Scottish Government, and they do so from a conviction that the breadth, depth and all-encompassing variety of archives and records are relevant to every aspect of Scottish society. It is often said that 'Information is power', and it is a power that can contribute significantly and sustainably to the Strategic Objectives of a Wealthier and Fairer, Smarter, Healthier, Safer and Stronger, and Greener Scotland. Archives and records are supporting the associated National Outcomes by, for example, helping to improve the efficiency of public services and of business, providing the information that feeds into an impressive range of research, promoting education at every level, assisting the creation and maintenance of communities that are strong, resilient and supportive and contributing towards a national identity that is strong, fair and inclusive.

The contribution that archives and records can make to the nation will be greatly assisted by the most significant change in archives for three quarters of a century, namely passage of new public records legislation that encourages partnership working between public authorities, the National Records of Scotland and those with expertise in order to deliver improvements in records management.

Inevitably, the SCA must recognise the economic climate in which the country finds itself. It can be seen as a wholly negative factor. On the other hand, it can be turned around if seen as providing an opportunity to work together in order to increase efficiency. This positive approach informs the *Archives in the 21<sup>st</sup> Century* strategy document agreed by the England-based Museums, Libraries and

Archives Council and The National Archives (TNA), London. The Scottish Council on Archives considers *Archives in the 21<sup>st</sup> Century* as innovative and practical and has linked its own Strategic Goals to those set out in the MLA-TNA agreed document. In doing so, it has sought to place the Strategic Goals in a GB-wide context without diluting the Scottish focus and uniqueness of those goals.

The SCA can link its Strategic Goals to *Archives in the 21<sup>st</sup> Century* with the confidence that doing so reinforces the direction in which it has travelled since its creation in 2002. Despite limited resources, the SCA has worked hard on building partnerships, communicating on and supporting projects and advocating legislation. It did not shirk from employing innovative approaches and connecting up what might otherwise have stayed separate. That resulted in success in terms of outcomes and in highlighting the value of archives and records management. This Corporate Plan seeks to build on that success.

## CORPORATE PLAN STRATEGIC GOALS AND OBJECTIVES

### SCA Strategic Goal 1

To act as a focus for institutions and organisations concerned with the administration of archives in Scotland and to provide a forum for the exchange of views.

#### Associated Strategic Objectives

- To register as a Charity and a Company Limited by Guarantee and ensure the Memorandum and Articles reflect the continuance of a membership profile representative of the range of archives and records management in Scotland
- To provide a readily accessible and flexible forum for the exchange of views
- To support initiatives which meet the needs of archives and records management at a time of both rapid change affecting those services and of resource constraints

#### Associated Risks

- Loss of membership through a failure to show the benefits of continued membership or an inability to operate in a consistently flexible and accessible way
- Failure to secure continued co-operation between archives and records management, thus weakening the integrity of the sector and impacting negatively on the exchange of views
- Failure to identify deliverable initiatives with the result that desired outcomes are not achieved and there is a negative impact on the reputation of the SCA
- Failure to learn from developments in archives outside Scotland

#### **Link to 21<sup>st</sup> Century Archives**

##### **1. *Bigger, better and sustainable services***

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

##### **2. *Leadership and workforce***

Strengthened leadership and a responsive, skilled workforce

## SCA Strategic Goal 2

To provide a voice of consensus on archive matters and to bring to the attention of the public, government bodies and relevant institutions and organisations, issues of current concern in the field of archives.

### Associated Strategic Objectives

- To ensure that skills and expertise from across the archives and records management sector are drawn together to inform consensus action and advocacy
- To identify and publicise the most important current issues for archives and records management in order to raise their profile and persuade those outside the sector of the need for action
- To act as a lead advocate for archives and records management so as to strengthen understanding of the sector among public authorities and relevant institutions and organisations, and other stakeholders
- To inform the public of the unique value of archives and records management in meeting a range of their needs and to harness public feedback to improve service delivery
- To identify opportunities for co-operation between the sector and the range of organisations outside the sector in order to ensure mutually beneficial outcomes and to strengthen relationships

### Associated Risks

- Failure to maintain the current standing of the SCA as a lead advocate for the archives and records management sector
- Failure to harness and exploit effectively the range of skills and expertise available in the archives and records management sector
- Failure to achieve consensus in important areas of activity in the sector among stakeholders
- Failure to identify correctly the most important current issues in the sector and to publicise them effectively
- Failure to secure an improved sector profile
- Failure to persuade those outside the sector of the need for action in respect of the most important current issues for archives and records management
- Failure to inform adequately the public of the unique value of archives and records management with the result that service improvement does not sufficiently take account of public feedback

- Failure to promote mutually beneficial improvements because of the pursuit of sub-optimal opportunities for co-operation

#### **Link to 21<sup>st</sup> Century Archives**

##### **1. *Bigger, better and sustainable services***

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

##### **2. *Leadership and workforce***

Strengthened leadership and a responsive, skilled workforce

## **SCA Strategic Goal 3**

To promote awareness of the unique contribution made by archives in preserving Scotland's cultural heritage and delivering democratic accountability.

#### **Associated Strategic Objectives**

- To explain and promote the richness and depth of the archival heritage
- To explain and promote the evidence for the business benefits, including in respect of accountability, of records management and archives
- To explain and promote the role of archives and records management in supporting democratic accountability, including actions affecting individuals, communities and wider public policy

#### **Associated Risks**

- Failure to promote the archival heritage in terms that are readily understood outside the sector and thereby creating a barrier to wider engagement with archives and records management
- Failure to convince stakeholders of the business benefits of records management and archives with a resulting negative impact on otherwise mutually beneficial relationships
- Failure to convince funders in government (in the broadest sense) of the benefits of such support in terms of culture and of accountability
- Failure to convince users and potential users that archives and records management can

significantly meet the information needs of individuals and communities

### **Link to 21<sup>st</sup> Century Archives**

#### **3. *Online access***

Comprehensive online access for archive discovery through catalogues and to digitised archive content by citizens at a time and place that suits them

#### **6. *Cultural and learning partnerships***

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

## **SCA Strategic Goal 4**

To assess and identify the current and future funding requirements of the archive sector in Scotland.

### *Associated Strategic Objectives*

- To promote greater understanding within the sector of current and future funding needs so as to maximise funding opportunities and improve the delivery of archives and records management services
- To act as a lead advocate to government (in the broadest sense) and to funding bodies of the identified current and future funding needs of the sector
- To assist in the gathering of the evidence required to make a business case for funding of the sector
- To promote shared standards across the sector in order to improve efficiency and effectiveness and thereby strengthen the case for funding

### *Associated Risks*

- Failure to secure potential funding
- Sub-optimal use of available resources owing to a failure to identify the most important funding needs
- Failure to influence the gathering of evidence, including input drawn from contacts in Scotland and elsewhere

- Failure to promote shared standards that meet fully the needs of the sector with resulting negative impact on the standing of the SCA

### Link to 21<sup>st</sup> Century Archives

#### 1. *Bigger, better and sustainable services*

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

#### 2. *Leadership and workforce*

Strengthened leadership and a responsive, skilled workforce

#### 3. *Digital preservation*

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

## SCA Strategic Goal 5

To promote and support Scotland-wide initiatives within the archival community, and to facilitate dialogue and greater co-operation between archive repositories.

### Associated Strategic Objectives

- To promote and support initiatives in the sector that strengthen and improve services
- To promote and support shared standards across the sector in order to improve efficiency and effectiveness
- To encourage individual archive repositories to identify both strengths and challenges in order to inform a dialogue that encourages mutually beneficial outcomes

### Associated Risks

- Failure to strengthen services owing to the promotion of sub-optimal initiatives
- Failure to secure standards that are practical in terms of their application, including resources required and ability to meet the varied needs of different parts of the sectors
- Failure to eliminate inefficiencies and ineffectiveness

- Failure to encourage openness in regard to strengths and challenges with negative impact on outcomes

#### **Link to 21<sup>st</sup> Century Archives**

##### *1. Bigger, better and sustainable services*

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

##### *2. Digital preservation*

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

## **SCA Strategic Goal 6**

To promote and support collaborative working with professional colleagues in the museums and libraries sectors in Scotland.

### Associated Strategic Objectives

- To identify opportunities to work with museums and libraries professionals in advocacy of the common interests of the cultural heritage sector
- To promote and support a shared understanding of the cultural heritage among professionals across the museums, libraries and archives sectors
- To promote and support practical and mutually beneficial collaboration across the sectors
- To identify common ways of working in order both to increase efficiency and effectiveness and to encourage greater understanding between the sectors

### Associated Risks

- Failure to convince professionals in the other sectors of the practicality and benefits of working collaboratively
- Failure to promote practical co-operation because of overly ambitious expectations

**Link to 21<sup>st</sup> Century Archives***1. Bigger, better and sustainable services*

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

*6. Cultural and learning partnerships*

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

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SCOTTISH COUNCIL ON ARCHIVES

# BUSINESS PLAN

2011-2012

## INTRODUCTION

The Business Plan has a simple purpose. It details what the SCA will deliver in support of the Strategic Objectives set out in the Corporate Plan. The specific Associated Actions (tied to the objectives) are ‘hands on’ and practical. They are about what will be done and seen to be done.

The actions set out in the document can be looked at as individual commitments – and they are indeed that – but they must also be looked at together in the sense of providing broad themes.

At the heart of the plan is a core SCA value that can be summed up as a commitment to encouraging, supporting and contributing to service improvement in archives and records management. The following are just some of the Business Plan commitments that will help to deliver on that core value (the references are to the Strategic Goal numbers and the related numbers for the Strategic Objectives and Associated Actions:

- Up-to-date and more extensive and user-focused information on the web site - SG1(a)(i)
- Publication of an on-line newsletter *Broadsheet* - SG1(a)(i)
- Promotion of the Archives and Records Management Services (ARMS)\* tool which supports service self-improvement across the whole range of archives and records management services - SG1(c)(i)
- Develop the second phase of the Scottish Council on Archives Records Retention Schedules project so as to provide local authorities with the tools to determine how long categories of records should be kept and even archived - SG1(c)(ii)
- Ensuring practical outcomes from a report on the Preservation Assessment Survey of Scottish archives, thus supporting improved access for users SG1(c)(iv)
- Expand and develop an innovative Scotland On-line model that facilitates access to catalogues
- Providing a unique Scottish contribution to the annual Archives Awareness Campaign sponsored by the Archives and Records Association - SG2(d)(ii)

\*Further information on the Archives and Records Management Services (ARMS) tool can be found at [www.scoarch.org.uk/projects/qualityframework](http://www.scoarch.org.uk/projects/qualityframework)

- Promoting Family History Centres to ensure convenient access to civil registration records and links to local archives services - SG2(e)(i)
- Developing a partnership with Creative Scotland in support of Scottish educational use of archives - SG2(e)(iv)

The SCA is eager to ensure that the archives and records management sector has a strong business focus, i.e., is aware of cost in cash terms and of the need to measure inputs and outputs. That is one of the reasons it is creating two toolkits: one on the Economic Impact of Archives and the other on the Financial Impact of Records Management – SG1(c)(v). These should be powerful advocacy tools.

While success may be seen sometimes as its own reward and the stepping-stone to further self-improvement, the reality is that the sector does not operate in some kind of splendid (or otherwise) isolation. The SCA is dedicated to encouraging the wider use and understanding of archives and of records management. That requires communication with stakeholders and listening and learning from what they have to say. That approach is embedded in this Business Plan and repeatedly highlighted in references to a communications strategy (e.g., at SG1(b)(i)). The strategy is concerned with practicalities of communication, e.g., using the methods that best suit particular types of stakeholder and ensuring that information supplied is likely to be of interest to them.

The Business Plan is ambitious and intentionally stretching. The SCA wants to ensure that 2010-2011 is a year of outstanding and visible achievement.

## SCA Strategic Goal 1

To act as a focus for institutions and organisations concerned with the administration of archives in Scotland and to provide a forum for the exchange of views.

Strategic Objectives	Associated Actions
<p><b>(a)</b> To register as a Charity and a Company Limited by Guarantee and ensure the Memorandum &amp; Articles reflect the continuance of a membership profile representative of the range of archives and records management in Scotland</p>	<p><b>(i)</b> Review current SCA membership and identify representational gaps and ensure the Memorandum and Articles reflect wide-ranging interests [by December 2011]</p>
<p><b>(b)</b> To provide a readily accessible and flexible forum for the exchange of views</p>	<p><b>(i)</b> Develop and promote:</p> <ul style="list-style-type: none"> <li>• Communications strategy that aims to (a) keep members up to date and (b) informs stakeholders and potential funders of the SCA role and work [by July 2011]</li> <li>• SCA web site by maintaining up-to-date information and through project-focused forums as well as links to other web sites [On-going]</li> <li>• Regular <i>Broadsheet</i> on-line newsletter to inform members and encourage exchanges of views [on-going]</li> </ul> <p><b>(ii)</b> Organise and sponsor events that bring together archivists and records managers [On-going]</p>

<p>(c) To support initiatives which meet the needs of archives and records management at a time of rapid change affecting those services and of resource constraints</p>	<p>(i) Develop and roll out Archives and Records Management Services (ARMS) peer-reviewed self-improvement tool to support archives and records management services and public authorities operating within context of Public Records (Scotland) Act 2011 [On-going]</p> <p>(ii) Develop the second phase of SCA Records Retention Schedule (SCARRS)* to offer model generic retention schedules for 15 local authority functions (making a total of 26 functions) [by August 2011]</p> <p>(iii) Make available and promote SCARRS as a records management tool for local authorities and have in place a mechanism to ensure the tool remains up to date [by December 2011]</p> <p>(iv) Promote practical outcomes from a report on the Preservation Assessment Survey of Scottish archives prepared by the British Library Preservation Advisory Centre [On-going]</p> <p>(v) Promote the use of SCA toolkits on the Economic Impact of Archives and the Financial Impact of Records Management and use the results as an advocacy tool for the sector. [On-going]</p>
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*\*Further information on the SCA Records Retention Schedule (SCARRS) can be found at [www.scoarch.org.uk/projects/retentionschedules](http://www.scoarch.org.uk/projects/retentionschedules)*

## SCA Strategic Goal 2

To provide a voice of consensus on archive matters and to bring to the attention of the public, government bodies and relevant institutions and organisations, issues of current concern in the field of archives.

Strategic Objectives	Associated Actions
<p>(a) To ensure that skills and expertise from across the archives and records management sector are drawn together to inform consensus action and advocacy</p>	<p>(i) Provide means of communication – SCA web site and regular <i>Broadsheet</i> newsletter – and organise and sponsor events that bring together archivists and records managers [On-going]</p> <p>(ii) Develop and roll out Archives and Records Management Services (ARMS) peer-reviewed self-improvement tool to support archives and records management services and public authorities operating within context of Public Records (Scotland) Act 2011 [On-going]</p> <p>(iii) Develop the second phase of SCARRS to offer model generic retention schedules for 15 local authority functions (making total of 26 functions) [by August 2011]</p> <p>(vi) Make available and promote SCARRS as a records management tool for local government, and have in place a mechanism to ensure that the tool remains up-to-date [by December 2011]</p> <p>(vii) Promote practical outcomes from a report on the Preservation Assessment Survey of Scottish archives prepared by the British Library Preservation Advisory Centre [On-going]</p>

<p>(b) To identify and publicise the most important current issues for archives and records management in order to raise their profile and persuade those outside the sector of the need for action</p>	<p>(i) Organise and sponsor events that focus on specific areas of archives and records management services and issues relevant to them at present or in the future, including SCARRS workshops, Conference on Business Archives (in association with the Business Archives Council of Scotland); the launch of <i>Archives Matter</i> ; and Scotland On-line consultation(s) [On-going]</p> <p>(ii) Develop and promote:</p> <ul style="list-style-type: none"><li>• Communications strategy that aims to (a) keep members up to date and (b) informs stakeholders and potential funders of the SCA role and work [by July 2011]</li><li>• SCA web site by maintaining up-to-date information and through project-focused forums as well as links to other web sites [On-going]</li><li>• Regular <i>Broadsheet</i> on-line newsletter to inform members and encourage exchanges of views [On-going]</li></ul>
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<p><b>(c)</b> To act as a lead advocate for archives and records management so as to strengthen understanding of the sector among public authorities and in relevant institutions and organisations and other stakeholders</p>	<p><b>(i)</b> Liaise with the National Records of Scotland to ensure a shared understanding of advocacy and of the needs of the sector by means of quarterly meetings between the Keeper of the Records and the SCA Chair [On-going]</p> <p><b>(ii)</b> Liaise with public authorities, etc., to ensure a full understanding of their needs and expectations [On-going]</p> <p><b>(iii)</b> Promote the use of SCA toolkits on the Economic Impact of Archives and the Financial Impact of Records Management and use the results as an advocacy tool for the sector. [On-going]</p> <p><b>(iv)</b> Develop and support tools of value to the sector, notably ARMS and SCARRS, and taking full account of the requirements of the Public Records (Scotland) Act 2011</p>
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<p><b>(d)</b> To inform the public of the unique value of archives and records management in meeting a range of their needs and to harness public feedback to improve service delivery</p>	<p><b>(i)</b> Develop and promote:</p> <ul style="list-style-type: none"> <li>• Communications strategy that aims to (a) keep members up to date and (b) informs stakeholders and potential funders of the SCA role and work [by July 2011]</li> <li>• SCA web site by maintaining up-to-date information and through project-focused forums as well as links to other web sites [On-going]</li> <li>• Regular <i>Broadsheet</i> on-line newsletter to inform members and encourage exchanges of views [On-going]</li> </ul> <p><b>(ii)</b> Provide a unique Scottish contribution in support of the Archives Awareness Campaign 2011 theme, 'Culture and diversity: What's your story?' [On-going, 2011]</p>
<p><b>(e)</b> To identify opportunities for co-operation between the sector and the range of organisations outside the sector so as to ensure mutually beneficial outcomes and to strengthen relationships</p>	<p><b>(i)</b> Promotion of Family History Centres that create mutually-beneficial partnerships between local civil registrars and archivists in order to provide the public with improved service</p> <p><b>(ii)</b> Continue to support and contribute to the Archives Libraries and Museums Alliance (ALMA-UK) so as to encourage the exchange of sector intelligence and experience across the home nations</p> <p><b>(iii)</b> Ensure that the work of ALMA-UK is further publicised in Scotland</p> <p><b>(iv)</b> Develop a partnership with Creative Scotland in support of Scottish educational use of archives</p>

### SCA Strategic Goal 3

To promote awareness of the unique contribution made by archives in preserving Scotland's cultural heritage and delivering democratic accountability.

<p><b>(a)</b> To explain and promote the richness and depth of the archival heritage</p>	<p><b>(i)</b> Develop and promote:</p> <ul style="list-style-type: none"> <li>• Communications strategy that aims to (a) promote the value and contribution of archives and archives and records management services and (b) informs about the role and work of the SCA [by July 2011]</li> <li>• SCA web site by maintaining up-to-date information as well as links to other web sites [On-going]</li> <li>• Regular <i>Broadsheet</i> on-line newsletter to inform about the archival heritage and archives and records management services [On-going]</li> </ul> <p><b>(ii)</b> Expand and develop a sustainable Scotland On-line model that is innovative, encourages greater buy-in by archives services and facilitates easier researcher use of catalogue information</p> <p><b>(iii)</b> Promote Family History Centres that create mutually-beneficial partnerships between local civil registrars and archivists in order to provide the public with improved service</p>
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<p><b>(b)</b> To explain and promote the evidence for the business benefits, including in respect of accountability, of records management and archives</p>	<p><b>(iv)</b> Provide a unique Scottish contribution in support of the Archives Awareness Campaign 2011 theme, Culture and diversity: What's your story?</p> <p><b>(v)</b> Promote an <i>Archives Matter</i> brochure that explains the value of archives and records to the Scottish nation and beyond</p> <p><b>(vi)</b> Disseminate the information gathered in an SCA Report on the Financial Impact of Records Management</p>
<p><b>(c)</b> To explain and promote the role of archives and records management in supporting democratic accountability, including actions affecting individuals, communities and wider public policy</p>	<p><b>(i)</b> Develop a communications strategy that includes media-facing initiatives, harnessing of the SCA web site and regular <i>Broadsheet</i> newsletter, and distribution outside the sector of material highlighting the importance of the sector [by July 2011]</p>

## SCA Strategic Goal 4

To assess and identify the current and future funding requirements of the archive sector in Scotland

<p><b>(a)</b> To promote greater understanding within the sector of current and future funding needs so as to maximise funding opportunities and improve the delivery of archives and records management services</p>	<p><b>(i)</b> Encourage a focus on cost and service delivery improvement when considering present and future needs in the sector [On-going]</p> <p><b>(ii)</b> Promote practical outcomes from a report on the Preservation Assessment Survey of Scottish archives prepared by the British Library Preservation Advisory Centre [On-going]</p>
<p><b>(b)</b> To act as a lead advocate to government (in the broadest sense) and to funding bodies of the identified current and future funding needs of the sector</p>	<p><b>(i)</b> Liaise with the Scottish Government and develop closer contacts with public bodies [On-going]</p>
<p><b>(c)</b> To assist in the gathering of the evidence required to make a business case for funding of the sector</p>	<p><b>(i)</b> Promote practical outcomes from a report on the Preservation Assessment Survey of Scottish archives prepared by the British Library Preservation Advisory Centre [On-going]</p>
	<p><b>(i)</b> Promote the use of SCA toolkits on the Economic Impact of Archives and the Financial Impact of Records Management and use the results as an advocacy tool for the sector. [On-going]</p>

<p><b>(d)</b> To promote shared standards across the sector in order to improve efficiency and effectiveness and thereby strengthen the case for funding</p>	<p><b>(i)</b> Develop and support tools of value to the sector, notably ARMS, SCARRS, Preservation Assessment Surveys, Archives Accreditation and Scotland On-line, that promote shared standards and take fully into account of the requirements of the Public Records Act (Scotland) 2011 [On-going]</p>
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## SCA Strategic Goal 5

To promote and support Scotland-wide initiatives within the archival community, and to facilitate dialogue and greater co-operation between archive repositories.

<p><b>(a)</b> To promote and support initiatives in the sector that strengthen and improve services</p>	<p><b>(i)</b> Improve services through support for such important initiatives: ARMS, SCARRS, Preservation Assessment Surveys, Archives Accreditation and Scotland On-line [On-going]</p>
<p><b>(b)</b> To promote and support shared standards across the sector in order to improve efficiency and effectiveness</p>	<p><b>(i)</b> Develop and support tools of value to the sector, notably ARMS and SCARRS, Preservation Assessment Surveys and Archives Accreditation, that strengthen and improve standards and take fully into account of the requirements of the Public Records Act (Scotland) 2011 [On-going]</p>
<p><b>(c)</b> To encourage individual archive repositories to identify both strengths and challenges in order to inform a dialogue that encourages mutually beneficial outcomes</p>	<p><b>(i)</b> Promotion of open discussion and questions at SCA-sponsored events and in contributions to the SCA web site and to regular issues of <i>Broadsheet</i> newsletter [On-going]</p>

## SCA Strategic Goal 6

To promote and support collaborative working with professional colleagues in the museums and libraries sectors in Scotland.

<p><b>(a)</b> To identify opportunities to work with museums and libraries professionals in advocacy of the common interests of the cultural heritage sector</p>	<p><b>(i)</b> Sponsorship of and support for initiatives, events and frameworks that draw out and build on the shared elements in the cultural heritage sector [On-going]</p>
<p><b>(b)</b> To promote and support a shared understanding of the cultural heritage among professionals across the museums, libraries and archives sectors</p>	<p><b>(i)</b> Continue to support and contribute to the Archives Libraries and Museums Alliance (ALMA-UK) so as to encourage the exchange of sector intelligence and experience across the home nations, including that relating to Museums Accreditation [On-going]</p> <p><b>(ii)</b> Sponsor and promote events and frameworks that involve professionals from across the cultural heritage sector [On-going]</p>
<p><b>(c)</b> To promote and support practical and mutually beneficial collaboration across the sectors</p>	<p><b>(i)</b> Continue to support and contribute to the Archives Libraries and Museums Alliance (ALMA-UK) so as to encourage the exchange of sector intelligence and experience across the home nations, including that relating to Museums Accreditation [On-going]</p>

<p>(d) To identify common ways of working in order both to increase efficiency and effectiveness and to encourage greater understanding between the sectors</p>	<p>(i) Develop archives and records management focused framework that aligns with similar frameworks for museums and public libraries, which together support the HGIOS initiative [February 2012]</p>
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