



CORPORATE & BUSINESS PLANS
2013 - 2015

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FOREWORD

Listen, Learn, Engage and Co-operate

The Scottish Council on Archives is far advanced in the process of becoming a Scottish Charitable Incorporated Organisation (SCIO). It will bring with it particular corporate opportunities and responsibilities as well as a welcome element of additional flexibility in its operations. The change in status will reinforce the existing culture of flexibility in every aspect of thinking and action. To do otherwise would limit the Council's ability to represent the whole range of archives and records management services in Scotland, including (and in many respects, most importantly) users.

The Scottish Council on Archives is a listening organisation, aware of the skills among professionals, stakeholders and users. Engaging those skills means listening and learning. That alone is the sound basis for action. However, looking within the sector is not enough. Engagement with those outside it is crucial if the sector is to become more relevant to wider society. Those so far untouched by archives - other than perhaps unknowingly through a television or radio programme - fall into that most challenging of categories, the non-user. The sector must strive to create a profile among potential users.

Integral to the Council's approach is the belief - reinforced by experience - that Scottish archives are at their best and most productive when there is co-operation, when the talents, the knowledge and the enthusiasm of individuals and of organisations are harnessed to achieve a common purpose. In its planning and in the associated actions the Council promotes mutually-beneficial co-operation. With resources scarce, it is reasonable that all participants in shared projects should expect some benefit to their individual organisations as well as to the archives sector as a whole. In practice that is a very big agenda, and it is one far beyond the reach of the Council on its own. The simple truth is that co-operation alone can ensure delivery of what are quite properly stretching targets.

The Corporate and Business Plans contain within them a significant element of contrast. On the one hand, there are aspects that might be labelled 'steady as it goes'. Some of the 'big issues' of last year were there years earlier, and doubtless will continue to feature prominently in any planning process. The key factor is less their unavoidable presence than the ingrained commitment to moving them on, to achieving steady progress in meeting the challenges.

On the other hand, the plans contain a large element of the unavoidably provisional, of initiatives and actions that are dependent on securing significant external funding. For a relatively small sector with constrained resources but responsibility for unique material of national, indeed international, significance, such funding is vital. The Business Plan has been drafted on the premise that funding will be secured. The competition for such funding means that the Council (and the sector) may end up disappointed. In the event of that happening, the Council will marshal what assets it can call on and seek to deliver as much of the commitments in the plan as is practicable. Any 'slack' will be diverted to support initiatives that could still proceed.

For a relatively small sector, there is the ever-present danger that real successes will go unnoticed outside it. For that simple reason, the plans once again reflect the need to have clear advocacy messages for the sector, to back up those messages with robust data that can prove their integrity and value, and to show their impact and relevance to the priorities set down by government (in the broadest sense). The overwhelming emphasis is on longer-term initiatives rather than on the short-term, on helping to create, put in place and support the best practice standards without which the archives sector would stagnate at best and more likely slip into decline.

A Unique Scottish Asset

The Scottish people possess a unique asset - the national memory as documented in archives. They capture the experiences of a people and its communities over centuries. They reflect contributions not only within these islands but also across the world. Archives must be cherished and protected so that present and future generations can access them. Therein lies a tension, that between preventing deterioration of physically vulnerable documents and, at the same time, ensuring that as many as possible are open and available for use by a range of actual and potential users. It is important to have clarity as to where we are. That means understanding different viewpoints, eliminating any 'them and us' attitudes and together seeking the optimum solution for balancing competing pressures.

Archives might be described as the archaeology of memory. The landscape of events varies, some appear flat, others soar to the heights of the mountainous and some merely undulate gently. All are captured in the archives. Dig into the sources, focus attention on the words and sentences, and thereby connect with the past. Unearth a piece of information here, another elsewhere and experience the reward and pleasure of bringing them together into a meaningful relationship. Gathering evidence can be enlightening. It can be simply fun.

Bringing together the documented national memory is not the result of some fortuitous accident. The vast range of manuscript, photographic and other resources exist and are accessible because of the uniquely important contributions by various 'players'. Motivated by sense of duty, private owners of family archives have handed them to archives services so that unique assets might be both made available to the public and given the physical care to ensure survival over the decades and centuries. Without the commitment of government (in the broadest sense), the archives services would wither and the assets in their possession would be threatened with deterioration to the point of destruction. The final part of this benign jigsaw is the small cadre of professional archivists and records managers, ably supported by volunteers, who operate the essential services.

A memory cannot be simply locked away. At the heart of archives must be use, indeed striving for increasing use. The advances in technology of which we hear much in the media and experience not a little in our daily lives offer the means to open up archives to ever more users. New means of communication challenge the archivist and records manager to think outside the box (quite literally). The thinking now must rightly focus on how the traditional strengths of the sector - for example, accuracy and precision of description - can be harnessed to new technology. Scotland's archives have a story - many stories - to tell and they can now do so at the flick of a switch, the push of a button or the movement of a mouse. The potential audiences across the world have different interests and priorities that must be understood and served. In doing that archivists will contribute significantly and uniquely to raising the profile of Scotland, its people, its past and present across the world.

Changing Archives

The uniqueness of archives brings with it real challenges. Archives are as varied as life itself, and just as complicated. They are not a standard 'product' whose significance and usefulness can be advertised by a simple and oft-repeated phrase. Yet that is no excuse to engage in the esoteric, to communicate with 'the world out there' in a language solely understood within the archival world and incomprehensible to others. Simplicity of language is essential if there is to be full engagement with the users and, even more importantly, the potential users of archives. There has to be a willingness to explain, to draw into discussion those outside the archives and records management profession. There must also be a readiness to recognise that trumpeting the uniqueness of archives - wholly justified and commendable - needs to be supported by evidence of relevance to, and impacting on, wider society. This is a statement of the blindingly obvious at a time when the competition for limited resources has seldom been greater.

The acceptance of change is not enough. Archivists must be at the forefront of change. They must show that they are eager to embrace new ways of doing things, to work with experts outside the sector and to engage with the needs of users and stakeholders. That is one enormous challenge. The Scottish Council on Archives is committed to meeting it through co-operation and partnership. The Corporate and Business Plans reflect that whole approach.

Purpose of the Business and Corporate Plans

Plans are tools. They inform. They set out the overall direction for a three-year period and, in more detail, what will be achieved within a financial year. Yet they must always have within them a significant element of flexibility that allows for changed circumstances. This is particularly the case with the current plans when securing significant external funding would not only immensely enhance the effectiveness of the Scottish Council on Archives but also that of the whole archives sector in Scotland. The strategic direction may be firmly set but annual review of the Corporate Plan is essential to ensure continued relevance to the on-the-ground realities for the Council and the sector as a whole.

Whether in the plans or in the day-to-day operations of the Scottish Council on Archives the emphasis is on what is practical and deliverable. That means bringing together a number of elements - relevance to Scotland's needs and government priorities; advocacy as an independent and consistent voice for the sector; making a compelling case for archives based on robust data; demonstrating social and economic impact; co-operation and partnership within and beyond the sector; and encouraging change with standards and best practice guidance that improve efficiency. All can be encapsulated in one simple phrase - growing the sector.

VISION STATEMENT

Leading Scotland's archives and records management community to inspire and inform the nation.

MISSION STATEMENT

Working with Scotland's archives and records management community to preserve our national memory, to strengthen both consensus and service delivery and to facilitate the present and future development of shared standards and assets.

CONTRIBUTING TO A BETTER SCOTLAND

In straitened times everyone becomes more aware of the critical importance of funding. Continuing Scottish Government funding means that the Scottish Council on Archives can function effectively across an impressive (and challenging) range of activities. It signals confidence in the Council and recognises the present and future importance of archives and records management in Scotland. It brings with it a clear responsibility for the Council, namely to ensure that value for money is a guiding principle. Hence the emphasis on partnerships and co-operation that allows access to a wider range of scarce skills and expertise, the focus on standards and on best practice and the gathering of robust data that inform decisions and underpin advocacy on behalf of the sector.

Archives and records support the day-to-day functioning of Scottish society. The most important single means of highlighting the wider (and widening) impact of archives is the link to the Strategic Objectives and associated National Outcomes set by the Scottish Government. That cannot be a box ticking exercise. It must be an expression of the determination to advertise the impact of archives across society, whether in terms of assisting learning in our schools, ensuring efficient access to information at every level in our public and private sectors or encouraging visitors to our shores so that they can enjoy the Scottish experience.

STRATEGIC GOALS

1. DEVELOP BIGGER AND BETTER SERVICES IN PARTNERSHIP - WORKING TOWARDS INCREASED SUSTAINABILITY WITHIN THE SECTOR

Associated Strategic Objectives

- To ensure that the Scottish Council on Archives is a user-focussed, evidence-based, sector-profile-raising and 'go to' body for information and best practice guidance for Scottish archives and records management
- To encourage partnerships within and beyond the sector so as to plug gaps in expertise, improve understanding of the sector and enhance funding opportunities
- To seek to promote Scotland's reputation in the wider world through the richness and diversity of its archival heritage
- To promote archives and records management services and gather evidence of their social and economic impact

Associated Risks

- Failure of the Council to be a representative and effective lead advocate for the sector
- Failure to secure access to the skills and funding necessary to promote the sector
- Failure to promote effectively best practice guidance and shared standards
- Failure to advance mutually beneficial collaboration within the sector and with other sectors
- Failure to extend public and stakeholder understanding of the unique value of archives and records management services, including their benefit to business
- Failure to promote effectively the richness and depth of Scotland's archives in a global context and thus contribute to the reputation of the nation abroad
- Failure either to gather or to promote effectively evidence showing the social and economic impact of archives and records management services

2. STRENGTHENED LEADERSHIP AND A RESPONSIVE, SKILLED WORKFORCE

Associated Strategic Objectives

- To promote key skills and encourage their optimum use, including in partnership with other sectors
- To engage with decision makers so as to secure positive outcomes
- To promote the effective use and full participation of volunteers in archives

Associated Risks

- Failure to advance training for archivists and records managers
- Failure to engage effectively with decision makers
- Failure to support the most effective use of skills and expertise available in the sector
- Failure to promote successfully practical and mutually beneficial collaboration across sectors
- Failure to promote optimum use of volunteers and recognise their contribution to the sector

3. CO-ORDINATED RESPONSE TO THE GROWING CHALLENGE OF MANAGING DIGITAL INFORMATION SO THAT IT IS ACCESSIBLE NOW AND REMAINS DISCOVERABLE IN THE FUTURE

Associated Strategic Objectives

- To promote greater understanding within the sector and among stakeholders of the challenges inherent in continued access to digital records
- To promote proper management of born digital records and of associated paper records as essential to meeting business needs and encouraging better decision making and governance
- To promote within the sector and in partnership outside the sector the skills required for digital records management

Associated Risks

- Failure to engage with the most significant players in terms of the creation and day-to-day use of digital records
- Failure to support optimum use of skills and expertise available in the sector and beyond
- Failure to promote proper management of born digital records and associated paper records
- Failure to promote successfully an improved profile for digital records issues among stakeholders

4. COMPREHENSIVE ONLINE ACCESS FOR ARCHIVE DISCOVERY THROUGH CATALOGUES AND TO DIGITISED ARCHIVE CONTENT BY CITIZENS

Associated Strategic Objectives

- To create an online catalogue, including digitised archive content, that provides the experience wanted by users, opens up the archival heritage and promotes greater interest in Scotland's history and culture
- To promote use of the catalogue as a resource for formal and informal learning and as a means of promoting individual and community identity
- To promote on-going enriching of the catalogue through additional information from users with relevant knowledge

Associated Risks

- Failure to secure adequate funding for a user-focussed portal
- Failure to harness and exploit effectively the range of skills and expertise available in the sector and beyond
- Failure to understand the online experience wanted by users and potential users, including adding insufficient new material, providing inadequate detail and producing relatively insignificant quantities of images of documents
- Failure to impact significantly on formal and informal learning

5. ACTIVE PARTICIPATION IN CULTURAL AND LEARNING PARTNERSHIPS PROMOTING A SENSE OF IDENTITY AND PLACE WITHIN THE COMMUNITY

Associated Strategic Objectives

- To promote understanding of Scotland's archival heritage, especially through cultural and learning partnerships and greater user involvement in service development and delivery
- To promote use of archives and records as a means of enhancing personal skills and encouraging personal and community pride and identity

Associated Risks

- Failure to promote effective partnerships
- Failure to impact on pride and identity and on personal skills
- Failure to promote wider understanding of Scotland's archival heritage in terms readily understood outside the sector
- Failure to encourage adequate user involvement in the development and delivery of archival services
- Failure to showcase best practice use of archives in support of cultural and learning initiatives

BUSINESS PLAN 2013 - 2014

INTRODUCTION

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

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

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

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

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

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

STRATEGIC GOAL 1

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

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

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

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

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

STRATEGIC GOAL 2

Strengthened leadership and a responsive, skilled workforce.

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

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

STRATEGIC GOAL 3

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

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

STRATEGIC GOAL 4

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

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

STRATEGIC GOAL 5

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

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

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