CORPORATE & BUSINESS PLAN

2014 - 2017

CONTENTS

CORPORATE PLAN

FOREWARD 3

VISION STATEMENT 5

MISSION STATEMENT 5

CONTRIBUTING TO A BETTER SCOTLAND 6

STRATEGIC GOALS 6

BUSINESS PLAN

INTRODUCTION 9

STRATEGIC GOAL 1 11
Develop bigger and better services in partnership – working towards increased sustainability within the sector.

STRATEGIC GOAL 2 16
Strengthened leadership and a responsive, skilled workforce.

STRATEGIC GOAL 3 17
Co-ordinated response to the growing challenge of managing digital information so that it is accessible now and remains discoverable in the future.

STRATEGIC GOAL 4 18
Comprehensive online access for archive discovery through catalogues and to digitised archive content by citizens.

STRATEGIC GOAL 5 19
Active participation in cultural and learning partnerships promoting a sense of identity and place within the community.

FOREWORD

Listen, Learn, Engage and Co-operate

In March 2014, the Scottish Council on Archives became a Scottish Charitable Incorporated Organisation (SCIO). The new status brings with it corporate opportunities and responsibilities as well as a welcome element of additional operational flexibility. The existing culture of flexibility in every aspect of thinking and action will be reinforced. To do otherwise would limit the Council's ability to represent the diverse 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 continue to 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 most productive and best when co-operating together, when the talents, the knowledge and the enthusiasm of individuals and of organisations are brought together 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. Co-operation alone can ensure delivery of quite properly stretching targets.

As in earlier years, the Corporate and Business Plans contain within them a significant element of contrast. On the one hand, there are 'steady as it goes' aspects'. Inevitably, some 'big issues' of this year have featured before 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 an important element of the unavoidably provisional, of initiatives and actions 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. The 'slack' will be diverted to support other initiatives that could still proceed.

A relatively small sector lives with the ever-present danger that successes will go unnoticed outside it. Hence, the plans once again reflect the need for clear advocacy messages for the sector, backing up those messages with robust data that can prove their integrity and value, and showing 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 Asset for Scotland

The Scottish people possess a unique asset - the national memory as documented in archives. These archives 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 are as varied as the thoughts, the experiences and the actions of generation upon generation. They capture the sweep of an important event or the detail of what contemporaries would likely have dismissed as the ordinary, the everyday. In their different ways, the record of the great event and that of the everyday contribute to the richness and the variety of archives. In a unique way, archives connect our generation with all that has gone before, with what has moulded a nation and created its communities.

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 necessary 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.

The great strengths of archives – uniqueness, evidential value and sheer survival – can be reduced by only one thing, the failure to open up, to share, to make readily available those archives. It cannot be stated too often that archives must be used and that the sector must strive to draw in potential users. Technology may not be a magic wand that produces with ease access to every piece of paper, every map, every photograph, but it does provide exciting opportunities to make more readily available considerable quantities of unique material that might otherwise be relatively inaccessible.

The sector can best support the advance of technology in archives by playing to its traditional strengths of accuracy, precise description and knowledge of unique sources and their relationship one to another. In other words, the professionals can supply the high quality content that makes the technology platform worth populating and then using to retrieve information. It is important both in Scotland and across the world that ease of access should open the way to content both accurate and understandable. Scotland's documented memory deserves nothing less.

Changing Archives

The uniqueness of archives brings with it real challenges. Archives 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 impact 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. The Corporate Plan sets out the overall direction for a three-year period, while the Business Plan gives in more detail what will be achieved within a financial year. The reality is that neither can be absolutely rigid. This is clearly the case when the Scottish Council on Archives is to carry out a consultation exercise that will point the way forward in respect of membership representation, the putting in place of a board of trustees and, of course, the strategic priorities of the organisation.

Regardless of organisational structures, circumstances change. Therefore plans must have within them a significant element of flexibility. It is 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 both the Council and the sector.

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 consist 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 ensure quality and 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 engage in partnerships within and beyond the sector so as to 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
- To work with the National Library of Scotland (NLS) and other bodies to establish a National Sound Archive and Digital Portal

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
- Failure to contribute effectively to the establishment of the National Sound Archive and Digital Portal

2. STRENGTHENED LEADERSHIP AND A RESPONSIVE, SKILLED WORKFORCE

Associated Strategic Objectives

- To promote key skills and encourage their optimum use
- To engage with decision-makers so as to secure mutually beneficial outcomes
- To promote the effective use and full participation of volunteers in archives

Associated Risks

- Failure to promote and provide effective 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 support optimum use of volunteers and recognition of 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 proper management of born digital records and of associated paper records as essential to meeting business needs and encouraging better decision making and governance

Associated Risks

- Failure to encourage engagement between the most significant players in terms of creation and day-to-day use of digital records
- Failure to encourage 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

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

Associated Strategic Objectives

- To create an online catalogue – Scotland Online – that includes digitised archive content and is built on co-operation with the holders of archives, provides the experience wanted by users and opens up the archival heritage to wider audiences

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

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 the 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 positively 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 2014 - 2015

INTRODUCTION

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

The focus of the Business Plan is on what the Scottish Council on Archives will deliver during the year 2014 to 2015 in support of the Strategic Objectives set out in the Corporate Plan. It is about the specifics of deliverable Associated Actions (linked to the Objectives) and therefore necessarily detailed. It is about the hands-on, practical commitments underpinning delivery of individual projects that each contributes to the Council's strategic direction. That strategic direction continues to be shared with the archives and records management sector in England and in Wales since the Scottish Council on Archives is committed to the core purpose and objectives of Archives for the 21st Century in Action: refreshed 2012-15 - http://www.nationalarchives.gov.uk/documents/archives/archives21centuryrefreshed-final.pdf - which inform action in those two nations.

The Scottish Council on Archives promotes quality and standards across the range of services that together make up the archives and records management sector in Scotland. Thus the Council will actively support on-going implementation of the Public Records (Scotland) Act 2011 and the raising of standards within the sector by means of Archive Service Accreditation and of the Archives and Records Management Services (ARMS) Quality Improvement Framework.

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

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

- Promote the use of volunteers in archives by participating in the ARA Archive Volunteering Award [SG 2.3(A)]
- Continue to work with the Scottish Archive Network (SCAN) Ltd. to leverage funding; identify and pursue funding opportunities; continue to address feedback from HLF regarding audience development and business sustainability by (a) the development of ancestral tourism resources and (b) holding a range of education workshops for archive staff and developing education-related resources and materials; prepare to submit an application to the HLF Heritage Grants programme [SG 4.1(A)-(D)]
- Continue to try and leverage funding for Scotland Online in order to open up the archives heritage to wider audiences [SG 4.1(A)-(D)]
- Support the Scottish Council on Archives National Plan for Learning through workshops and education-related resources, and develop online content for commemoration of the First World War [SG 5.1(A)-(C)]

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

STRATEGIC GOAL 1

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

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

	ii The preservation guidelines among stakeholders [**On-going from November 2014**]. **iii** Preservation issues in *Broadsheet* and via the Council website [**On-going**]. **iv** Linking the Preservation Survey Report to ARMS [**September 2014**].	
	D Address the digital preservation challenge by working with interested partners to take forward the digital agenda [**On-going**].	
	E Analyse the results of the Public Services Quality Group (PSQG) Scotland surveys for 2013 and 2014 in order to: **i** Secure reliable base data on the quality of different aspects of archives services [**Autumn 2014**]. **ii** Provide Scottish data based on the new survey to support and inform UK-wide Economic Impact data [**Autumn 2014**]. **iii** Promote the use of the Economic Impact Tool [**Autumn 2014**]. **iv** In partnership with The National Archives (TNA), CIPFA and sectoral service providers, represent the Scottish archives and records management sector on the CIPFA forum in regard to the collection of statistics [**Ongoing**].	
	F Promote the UK-wide Archive Service Accreditation scheme by: **i** Participating fully in the panel that oversees the scheme [**On-going**]. **ii** Working with the National Records of Scotland (NRS) in promoting and providing administrative support and validators/assessors for the scheme (up to six applications across 12 months), including through *Broadsheet* and the Council website [**On-going**]. **iii** In partnership with NRS, continue to provide an advice service for those undertaking or considering undertaking accreditation [**On-going**]. **iv** Working with the NRS in order to further information sharing and best practice guidance across the archives and records management sector, especially in support of the implementation of the Public Records (Scotland) Act 2011 and access to information legislation [**On-going**]. **v** Celebrate the success of accreditation in Scotland [**On-going**].	

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

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

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

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

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

STRATEGIC OBJECTIVES		ASSOCIATED ACTIONS	RELEVANT NATIONAL OUTCOMES
5	To promote archives and records management services and gather evidence of their social and economic impact.	**A** Obtain Scotland-specific impact data through the PSQG survey [**Autumn 2014**].	Our public services are high quality, continually improving, efficient and responsive to local people's needs. We realise our full economic potential with more and better employment opportunities for our people.
		B Work with the Archives, Libraries and Museums Alliance UK (ALMA-UK) and with ARA to further understanding of the Economic Impact Tool [**On-going**].	
		C Work with ALMA-UK to support the delivery of cross-sectoral projects [**On-going**].	

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

STRATEGIC GOAL 2

Strengthened leadership and a responsive, skilled workforce.

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

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

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

STRATEGIC GOAL 3

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

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

STRATEGIC GOAL 4

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

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

STRATEGIC GOAL 5

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

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

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

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