



CORPORATE PLAN 2017 - 2020  
BUSINESS PLAN 2017 - 2018





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## **COMMUNICATIONS STRATEGY 2017-2020**





# CORPORATE PLAN 2017 - 2020





## FOREWORD

### STRATEGIC DIRECTION SET

It is important that Scottish Council on Archives (SCA) should be representative of the archives and records management sector and responsive to the priorities of that sector and its users. Beginning in year 2015-2016 SCA implemented the outcomes from an independent consultation with stakeholders that informed strategic direction, identified the most pressing and important priorities and strengthened co-operation within (and beyond) the sector. The result continues to be a clearer focus on partnership working, building capacity within the sector (including workforce development), digital information and secure long-term access, online services and the SCA advocacy role.

The Strategic Goals, Objectives and Associated Actions flow from the input of stakeholders and these set the framework and timeframe for delivery of specific programmes and projects. Each and every commitment, each and every action must advance the set strategic direction.



## SCA IN THREE WORDS

SCA's reason for existing can be summed up in just three words – Lead, Inform, Inspire. So what insight do these words provide?

### Lead

Archives – ‘the documented national memory’ – are irreplaceable assets that require understanding and support. Providing independent leadership in the archives and records management sector, SCA acts as a powerful advocate for the sector and those unique assets. There is tremendous variety within the sector in Scotland, but it is sufficiently compact to be a community capable of voicing overall needs and priorities. To be effective SCA leadership must be grounded in reality and that means continually listening to the sector and its stakeholders – including, indeed especially, users of services - and working with them to meet needs and priorities. How best to do so feeds into SCA's planning and actions.

Within the sector there is extraordinary expertise and in-depth knowledge. Delivering a wide (and widening) range of services, usually on a tight budget, means the sector must make the most effective use of every asset, including staff expertise and knowledge. SCA advocates solutions that embed co-operation within and beyond the sector and seeks to identify and meet skills gaps within the archives community. Such co-operation is a key factor in building a model of long-term sustainability for individual services and for the sector as a whole.

### Inform

Since both archives and records management relate to handling of information in different formats, it is no surprise that there already exist standards and ‘how to’ guidance. Accumulated wisdom and practice over many years sometimes requires no more than minor tweaking. However, there are times when significant changes are essential. Discerning what is best for the sector and its users is a key challenge. Tackling the task requires dissemination of up-to-date information, encouragement of debate and identification of what is practical within available resources. SCA informs debate and ensures that information is readily available across the sector. What results must be robust and resilient solutions to well-analysed problems.

### Inspire

Archives are a vital and irreplaceable part of the story of the Scottish people over the centuries. One of the greatest strengths of archives is their ability to inspire a wide (and ever widening) range of users across a multitude of subjects and interests. Archive professionals and existing users of archives know the inspirational power of the ‘documented national memory’. More needs to be done to extend understanding of archives and records and to open up resources in ways that meet the needs of potential users whose expectations are informed by transformative technology. SCA has an advocacy role that builds on the richness and depth of the archival heritage and which sees opportunities in technology to promote that heritage.



## CAPACITY BUILDING

The capacity of SCA to deliver across a range of activities continues to be transformed by funding from the Scottish Government. That empowerment has been underpinned by the continued interest and very welcome support of the Cabinet Secretary with responsibility for archives and records management, Ms Fiona Hyslop. Both the Scottish Government and the sector expect SCA to deliver. Therefore it is vital that SCA delivers across the full range of actions and activities set out in the new Business Plan. Scottish Government funding has secured the SCA capacity to deliver. A core SCA purpose is to harness the funding to help build capacity across the sector. It finds practical expression in co-operation and partnership working, in devising templates and supporting implementation of shared standards, in training events, in sharing experience and information, and much more. What is a relatively small sector needs to work smartly, look for efficiencies and embrace innovation. Listening to one another within the sector and looking to successes beyond it will inform how best to maintain, indeed build up, capacity – the wherewithal – to deliver better services on a sustainable basis.

Part of the building capacity process is recognition of skills gaps. Archives are not immune from the tide of technological change sweeping through every aspect of life. Archives must harness scarce, essential technology skills from outside the sector and seek to grow them within the sector. That means the sector pulling together in order to harness, promote and share acquired knowledge and skills. The pressures are such and the resources so precious that archives cannot afford to slip into a twenty-first century version of re-inventing the wheel.

## A UNIQUE ASSET FOR SCOTLAND

The term 'archives' has wide (and increasing) currency but it is not one generally used outside the environs of an archive service or of a committed group of frequent users of archives. Yet in their daily working and domestic lives, citizens come into contact with documents. Of course, the terminology matters little. The crucial task is to convey

– using whatever words best do that – the importance of archives. Whatever the terminology, rich and diverse archives are a unique asset central to understanding the experiences of a nation over centuries and its contribution to the wider world.

Archives are as varied as the thoughts, experiences and actions of successive generations. They can inform us about the pivotal moment in an epoch-changing event or about the detail of what contemporaries might have dismissed as routine. In their different ways, the record of the momentous event and that of the ordinary contribute to the richness and variety of archives. In a unique way, archives connect the present generation with everything that has gone before, with what has moulded a nation and created its individual communities.

To maintain access for present and future generations, archives must be cherished and protected. Therein lies a tension, between preventing deterioration of physically vulnerable documents while ensuring as many as possible are open and available for use by a range of users, actual and potential. That means understanding different viewpoints, eliminating any 'them and us' attitudes and together seeking optimum solutions for balancing competing pressures.

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 archive services so 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), archive services would wither and 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, records managers and conservators, 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, share and make readily available those archives. It cannot be stated too often that the sector must strive to draw in potential users. Technology cannot be a magic wand that allows remote access to images of every piece of paper, every map, every photograph. However, it is now practical to make available online detailed descriptions of content for collections, even individual items, held by archive services. The same is true for digitised images of original documents, though the vastness of archive holdings means that such initiatives will continue to promote access largely to popular records of uniform size and layout.

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.

## A QUESTION OF TRUST

In recent years the environment within which archives and records management operate has changed. At the core of their operations now sits a critical question, one of trust. Can users – internal and external to the record-creating bodies – be sure that what records are preserved adequately reflect the functioning of those bodies? In relation to the archives of government (in the broadest sense) it is an issue much to the fore in the context of the Scottish Child Abuse Inquiry, which will include forensic examination of procedures followed (or perhaps not followed) within relevant bodies. Robust records and archives management practices and procedures are vital to the understanding of any organisation in any sphere of activity.

Archives and records management services can now be seen as core to public scrutiny of decision-making and to democratic accountability. Hence SCA's consistently strong advocacy of implementation of the Public Records (Scotland) Act 2011 and of robust practices and procedures.

## ENHANCING THE USER EXPERIENCE

Archives are about their users, actual and potential. Users of archives all want to locate information. It may be seeking out a single piece of information. It may involve pulling together myriad pieces of scattered information that together tell a story. Those users are at the heart of archive services. Their interests are core in anything from devising strategic direct to improved efficiency through changing procedures. Services should be shaped (even reshaped) round what they need. Seeking user feedback opens the way to enhancing the user experience.

Enhancing that experience has two important facets, onsite and remote. The former is about anything from reliable finding-aids to ordering copies of documents (and comfortable seating too!). The latter is about what can be made available online, from basic information (opening times, reading room procedures), through searchable catalogues, to searchable databases leading to individual images of scanned documents.

Whether the means are focussed onsite or online (or both) a core purpose of a vibrant archive service must be what is often described as 'growing the audience'. The service has to be aware of its current user base and, taking full account of available resources, plan how it can best reach out to those who never cross the threshold of an archive. It may be experimental at first. It may have to be incremental. But it must seek to arouse curiosity and interest and do so in terms attractive to the potential user. Services have to be welcoming, vibrant, ambitious and imaginative, and flexible.



## 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 users and, even more importantly, 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 an obvious reality when there is severe competition for limited resources.

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. They must show that they recognise an uncomfortable truth, namely that the sector has very limited access to the skills that drive transformational technological change. They must therefore seek to harness 'in sector' skills in partnership with those who have skills of vital importance if archives are to modernise in common with all other service providers. SCA is absolutely committed to co-operation and partnership across the sector and beyond it. The Corporate and Business Plans reflect that focus and determination.

## 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 is to be achieved within a financial year. The reality is that neither can be absolutely rigid. While the SCA strategic direction is set

following stakeholder consultation, circumstances can always change. For that reason, plans must have within them a significant element of flexibility. For example, securing further significant external funding would immensely enhance the effectiveness of both SCA and the whole archives sector in Scotland. Strategic direction may be firmly set but annual review of the Corporate Plan ensures continued relevance to the on-the-ground realities for both SCA and the sector.

Whether in plans or in day-to-day operations of SCA the emphasis is on the 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 impact; co-operation and partnership within and beyond the sector; addressing the challenge of change in the digital age; and encouraging improvement through standards and best practice guidance. These diverse elements together can grow the sector for the benefit of its staff, its users and the whole people of Scotland.

## **VISION STATEMENT**

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

## **STRAPLINE**

Lead, Inform, Inspire.

## **MISSION STATEMENT**

Working with the sector and other associates to develop services and realise their potential for users.



## CONTRIBUTING TO A BETTER SCOTLAND

In straitened times everyone becomes more aware of the critical importance of funding. Continuing Scottish Government funding means that SCA can function effectively across an impressive (and challenging) range of activities. It signals confidence in the organisation and recognises the present and future importance for Scotland of archives and records management. It brings with it a clear responsibility for SCA, 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. Promote joint working by service providers in order to build capacity, and create and support mutually beneficial partnerships

### Associated Objectives

- 1.1 To promote more efficient use of constrained resources.
- 1.2 To engage with decision-makers so as to secure mutually beneficial outcomes.
- 1.3 To position archives as a prominent element in an offer attractive to visitors to Scotland.

### Associated Risks

- a. Failure to promote and support practical and mutually beneficial collaboration within and beyond the sector.
- b. Failure to support the most effective use of skills and expertise available in the sector.
- c. Failure to harness available expertise outwith the sector in promoting understanding of copyright and related rights issues within the sector.
- d. Failure to engage effectively with decision-makers.
- e. Failure to promote the benefits of making more readily available information regarding existing collections policies.
- f. Failure to promote Scotland's genealogy offer, including relevant online information and family history centres in local authorities

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

### Associated Objectives

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

### Associated Risks

- a. Failure to promote the importance of skills within the sector and their relevance beyond the sector.
- b. Failure to identify possible training opportunities within and outside the sector that would equip professional staff to develop wider managerial skills.



### 3. Identify and support workforce development

#### Associated Objectives

- 3.1 To promote key skills and encourage their optimum use.
- 3.2 To promote the effective use and full participation of volunteers in archives.

#### Associated Risks

- a. Failure to identify partnerships and funding opportunities supportive of skills and workforce development.
- b. Failure to promote the relevance of the ARA Competency Framework to Archive Accreditation and to Records Management Plans required by the Public Records (Scotland) Act 2011.
- c. Failure to provide ongoing support in the use of SCA tools (SCARRS, ARMS).
- d. Failure to participate fully with partner bodies in the evaluation process and granting of the ARA Archive Volunteering Award.

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

#### Associated Objectives

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

#### Associated Risks

- a. Failure to understand the strategic and practical issues relevant to continued access to digital information.
- b. Failure to secure adequate strategic co-operation with the Digital Preservation Coalition and with National Records of Scotland.
- c. Failure to promote discussion, collaboration and sharing of information about relevant activities in Scotland.

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

### Associated Objectives

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

### Associated Risks

- a. Failure to create and sustain project development and delivery in relation to the Scotland Online (catalogue of archive descriptions) project.
- b. Failure to promote greater understanding of the importance of an online catalogue among decision-makers and potential partners.
- c. Failure to identify funding streams relevant to Scotland Online.

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

### Associated Objectives

- 6.1 To ensure that the Scottish Council on Archives is a user-focussed, evidence-based, sector profile-raising body that promotes best practice for the benefit of Scotland's archives and records management.
- 6.2 To promote archives and records management services as well as gather evidence of their impact.
- 6.3 To promote understanding of Scotland's archival heritage, especially through cultural and learning partnerships.

### Associated Risks

- a. Failure of SCA to be a representative and effective lead advocate for the sector.
- b. Failure to secure access to the skills and funding necessary to promote the sector.
- c. Failure to promote effectively best practice guidance and shared standards.
- d. Failure to advance mutually beneficial collaboration within the sector and with other sectors.
- e. Failure to extend public and stakeholder understanding of the unique value of archives and records management services, including their benefit to business.
- f. Failure either to gather or to promote effectively evidence showing the economic impact of archives and records management services.





# BUSINESS PLAN 2017 - 2018





## INTRODUCTION

This Business Plan covers the financial year beginning in April 2017. The focus of the Business Plan is on what Scottish Council on Archives (SCA) will deliver during the year 2017 to 2018 in support of the Strategic Goals and Objectives set out in the Corporate Plan. It is about the specifics of deliverable Associated Actions (linked to the Objectives) and therefore necessarily detailed. It is about the hands-on, practical commitments underpinning delivery of individual projects that each contributes to SCA's stakeholder-driven strategic direction and help to meet the identified priorities for the archives and records management sector in Scotland.

SCA promotes quality and standards across the range of services that together make up the archives and records management sector in Scotland. Thus SCA continues actively to support implementation of the Public Records (Scotland) Act 2011. It seeks to raise standards within the sector by active involvement in and support for Archive Service Accreditation and through its own innovative toolkit, the Archives and Records Management Services (ARMS) Quality Improvement Framework.

SCA is committed to advancing quality and standards, cost-saving, business efficiency and legislative compliance across public authorities and within the archives and records management sector. This commitment overarches the Strategic Goals, Objectives and Associated Actions contained in this Business Plan. The numbers refer to the Strategic Goals, Objectives and Associated Actions detailed in the Plan:

- 1.1.1 Work in partnership with national and other collecting institutions to support and promote the cross-institutional 'Towards Sharing Collecting Policies', including creation of a one-stop information hub.
- 1.1.2 Work with CREATE to deliver workshops on recent developments in copyright and related issues, provide up-to-date relevant information and represent Scotland at international forums.
- 1.2.1 Provide decision-makers with up-to-date information on archives and records management services and on SCA.
- 1.3.1 Promote Scotland's genealogy offer and its relevance to tourism.
- 2.1.1 Through training, build leadership capacity in the Scottish archives and records management sector and influence organisational and strategic outcomes.
- 3.1.1-5 Promote skills within the sector, and secure relevant funding.
- 3.2.1 Support and promote sector-wide volunteer-related initiatives, including the annual Archives and Records Association Archive Volunteering Award, as well as appropriate specific initiatives.
- 4.1.1-3 Work with the Digital Preservation Coalition, National Records of Scotland and Information and Records Management Society to promote understanding of both strategic and practical issues relating to digital preservation.
- 5.1.1 Secure a post within SCA focused on the 'Transforming Scottish Archives and Records' initiative, building partnerships and creating an online catalogue that widens the audience for archives
- 6.1.1 Ensure that SCA has in place an effective, responsive and profile-raising PR and communications strategy.
- 6.1.2 Support, promote and celebrate quality and standards in archives, e.g. SCA's Archives and Records Management Services (ARMS) Quality Improvement Framework, and Archive Service Accreditation.
- 6.1.3 Promote understanding of and best practice in archives preservation.
- 6.2.1 Promote understanding and use of the Economic Impact Tool and building up of robust statistics.
- 6.3.1-5 Promote understanding of Scotland's archival heritage, especially through education and cultural and learning partnerships and provision of education-related online resources as well as through engagement with community archives.

As in previous years, the Business Plan for 2017-18 is challenging to SCA, partner organisations and individuals. The plan holds to the well-tested proposition that strength and effectiveness are to be found in mutually beneficial co-operation, support and information sharing. A sector that remains committed to that approach can deliver across a range of initiatives, raise the profile of archives and show the relevance of archives to wider society.



## 1. STRATEGIC GOAL

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

### OBJECTIVE 1.1

To promote more efficient use of constrained resources and build up capacity and resilience across services.

Relevant National Outcome(s):

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

Reference	Action	Deadline
<b>1.1.1</b>	<b>Working in partnership with national and other collecting institutions to support and promote the cross-institutional 'Towards Sharing Collecting Policies' by:</b>	
1.1.1(a)	Using the SCA website to provide a one-stop information hub for existing institutional policies and profiles of individual services' key collections, and to promote the reflection of the enriching diversity of society within those collections.	Ongoing
1.1.1(b)	Existing Collecting Policies Working Group to produce draft framework document for circulation among Scottish archives services and discussion at a networking event for those services.	Sep 2017
1.1.1(c)	Assisting in the planning for an annual networking event to share information and ideas and in support of the Scottish Government 'Year of' initiative.	Nov 2017
<b>1.1.2</b>	<b>Working in partnership with CREATE to:</b>	
1.1.2(a)	Deliver three CPD workshops for archivists on recent developments in copyright and related issues, including the re-use of public sector information.	Mar 2018
1.1.2(b)	Ensure via the SCA website the archives sector has copyright guidance that takes full account of legislative changes.	Ongoing
1.1.2(c)	Provide sector representation for Scotland on the World Intellectual Property Organisation's (WIPO) Standing Committee on Copyright and Related Rights (SCCR) thus ensuring that Scottish interests are both well represented and kept fully informed.	Ongoing

## OBJECTIVE 1.2

To engage with decision-makers so as to secure mutually beneficial outcomes, advocate the economic impact of archives and promote public and institutional trust in the authenticity of archives.

Relevant National Outcome(s):

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

Reference	Action	Deadline
1.2.1	Provide decision-makers with responsibility for archive services and/or records management with regular updates on the work of SCA and, in partnership with other organisations, about archives and records management services relevant to their particular needs.	Ongoing

## OBJECTIVE 1.3

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

Relevant National Outcome(s):

- We realise our full economic potential with more and better employment opportunities for our people.
- We take pride in a strong, fair and inclusive national identity.
- Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Reference	Action	Deadline
1.3.1	Promote Scotland's genealogy offer, including the work of Visit Scotland, thereby encouraging increased tourism by:	Ongoing
1.3.1(a)	Continuing to enrich the content of an SCA online map that provides user-friendly access to high-level information about archive holdings across Scotland.	Ongoing
1.3.1(b)	Advocating take-up of the Visit Scotland Welcome Scheme by local authorities.	Ongoing
1.3.1(c)	Providing representation on the Ancestral Tourism Steering Group and continuing to work with National Records of Scotland (NRS) to promote family history centres in local authorities that link archive and registration services and support increased ancestral tourism.	Ongoing



## 2. STRATEGIC GOAL

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

### OBJECTIVE 2.1

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

Relevant National Outcome(s):

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

Reference	Action	Deadline
2.1.1	Build leadership capacity in the Scottish archives and records management sector by delivering training in evidencing contributions to organisational outcomes and influencing strategic planning.	Feb 2018
2.1.2	Identify possible training opportunities within and outside the archive and records management sector that would equip professional staff to develop wider managerial skills.	Ongoing



### 3. STRATEGIC GOAL

Identify and support workforce development.

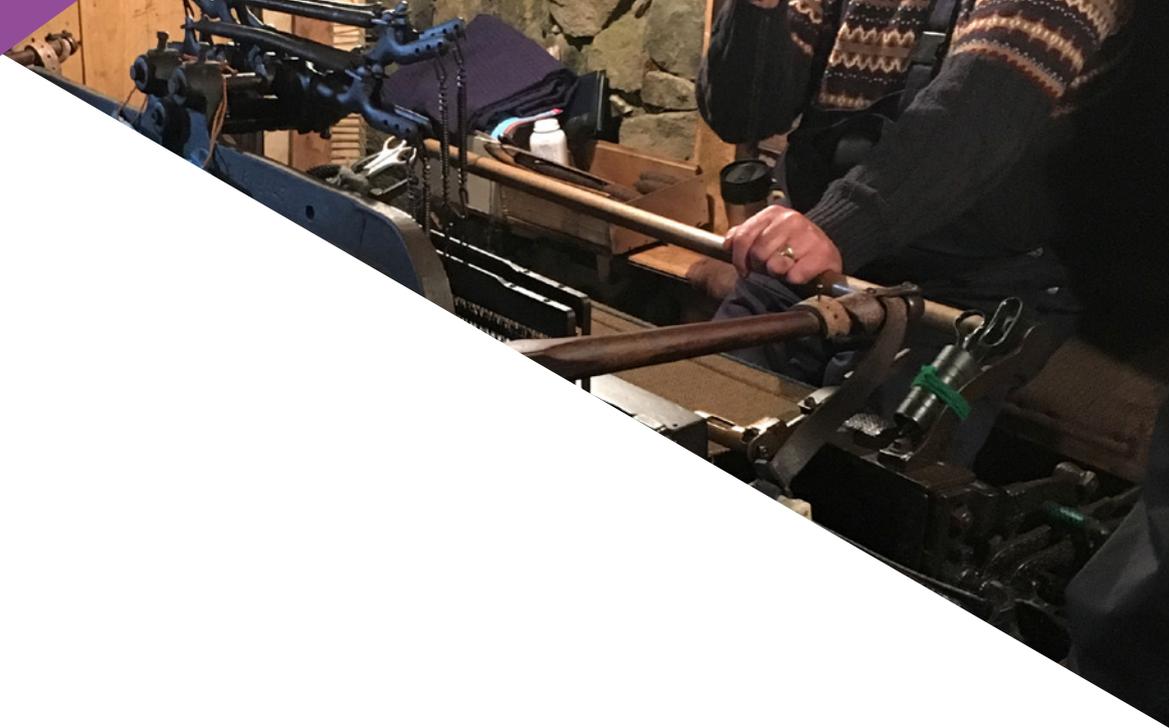
#### OBJECTIVE 3.1

To promote key skills and encourage their optimum use so as to underpin sector capacity and demonstrate sector impact.

Relevant National Outcome(s):

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

Reference	Action	Deadline
3.1.1	Complete the three-year rollout of Heritage Lottery Fund Skills for the Future Programme 'Opening Up Scotland's Archives' - in collaboration with the UK National Archives, Archives and Records Association and the University of Dundee – so as to meet a range of Scottish archives' skills needs.	Ongoing (to 2016-17)
3.1.2	With a view to continuing to maximise funding and employability opportunities for Scottish archives and building up sector capacity to deliver services, identify potential projects and prepare and submit funding applications in line with archive sector priorities.	Ongoing
3.1.3	Maintain close liaison with the Archives and Records Association and actively support the rolling out of its Competency Framework with special attention to the relevance for Archive Service Accreditation and Records Management Plans required by the Public Records (Scotland) Act 2011.	Ongoing
3.1.4	Provide ongoing support in the use of SCA tools, namely: (ARMS) Archives and Records Management Services Quality Improvement Framework. (SCARRS) Scottish Council on Archives Records Retention Schedules.	Ongoing
3.1.5	Continue the ARMS training programme so as to expand the number of users of the toolkit and secure ongoing improvement of the content by implementing feedback from both trainees and users.	Jul 2017



## OBJECTIVE 3.2

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

Relevant National Outcome(s):

- We take pride in a strong, fair and inclusive national identity.
- Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Reference	Action	Deadline
3.2.1	In partnership with other bodies, fully participate in the evaluation process and granting of the Archives and Records Association's Archive Volunteering Award, which annually identifies an outstanding project involving the harnessing of the talents, insights and commitment of volunteers working in archives.	Aug 2017
3.2.2	Promote, support and identify lessons from the 18-month Heritage Lottery Fund-funded Argyll Estates-Argyll and Bute Council Archives project in which a partnership of that harnesses volunteer skills to open up archives.	Jun 2017
3.2.3	Promote and support initiatives aimed at furthering engagement between archives and community archives groups in Scotland (e.g. ARA-UK Community Archives and Heritage Group events and resources, Dumfries and Galloway Ethnological Study)	Ongoing



## 4. STRATEGIC GOAL

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

### OBJECTIVE 4.1

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

Relevant National Outcome(s):

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

Reference	Action	Deadline
4.1.1	As an Associate Member of the Digital Preservation Coalition (DPC), work with DPC and others to promote best practice and training to further understanding of key issues for the creation and management of born digital records and their relevance to Scotland.	Ongoing
4.1.2	In partnership with National Records of Scotland and the Information and Records Management Society (Scotland) and the DPC to support and promote a one-day workshop (Glasgow, 27 May 2017) on 'Informatics' (recordkeeping in the digital era) delivered by staff from Australia's Monash University, including Professor Barbara Reed, architect of the ARMS toolkit.	May 2017
4.1.3	SCA will promote the 'Aye Preserve!' initiative in co-operation with the Digital Preservation Coalition and other partners so that the experience and insights of practitioners, managers, researchers, administrators and others in preserving digital data (from archival collections to big data) can be better shared within and beyond the archives sector.	Ongoing



## 5. STRATEGIC GOAL

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

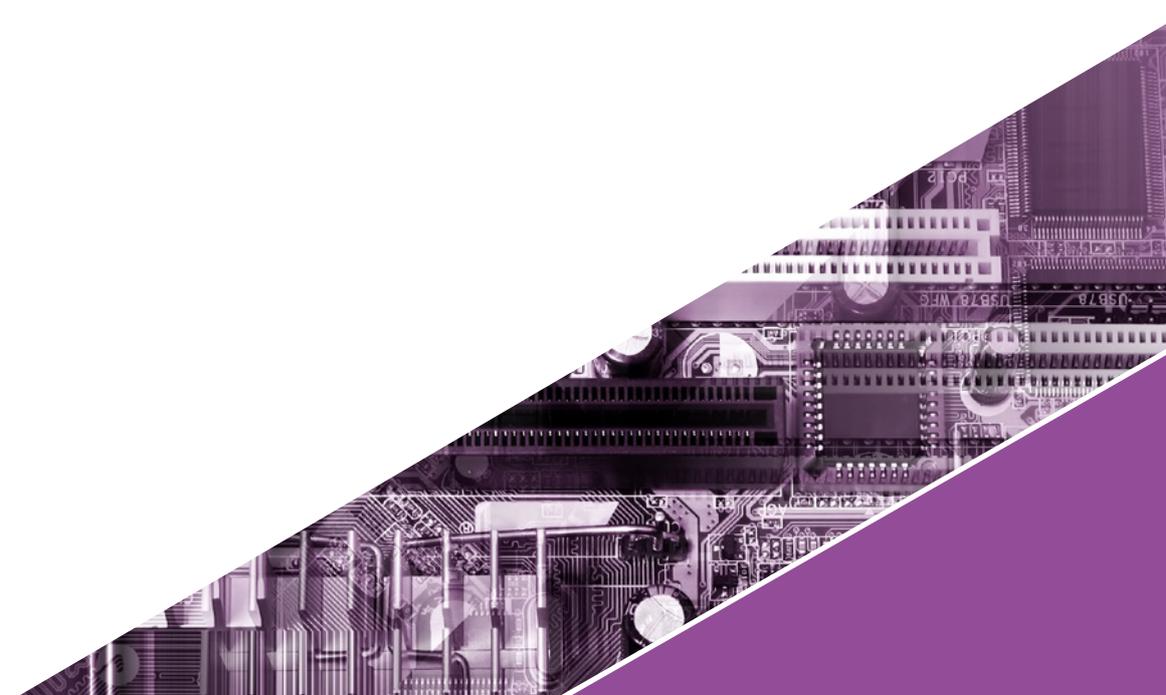
### OBJECTIVE 5.1

To promote wider use and understanding of Scotland's archival heritage and enhance sector service delivery capacity and impact.

Relevant National Outcome(s):

- We realise our full economic potential with more and better employment opportunities for our people.
- We take pride in a strong, fair and inclusive national identity.
- Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Reference	Action	Deadline
5.1.1	As a core part of an SCA 'Transforming Scottish Archives and Records' initiative, put in place a dedicated SCA resource focussed on building up mutually beneficial partnerships and securing necessary funding in order to create an online catalogue offer that harnesses existing Scottish Archives Network (SCAN) data, expands the range and extent of the data and delivers access in innovative ways that increase and widen use of archives.	Oct 2017



## 6. STRATEGIC GOAL

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

### OBJECTIVE 6.1

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

Relevant National Outcome(s):

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

Reference	Action	Deadline
6.1.1	Publish via the SCA website a revised and updated PR and communications strategy, and respond to feedback in order to ensure that the strategy remains an effective advocacy and impact of archives tool for the archives sector and within the wider cultural and informational scene.	May 2017
6.1.2	Support and celebrate quality, standards and continuous improvement in archives by:	
6.1.2(a)	In partnership with individual organisations that employ SCA tools, maintaining and promoting those tools in support of implementation of the Public Records (Scotland) Act 2011 and access to information legislation: <ul style="list-style-type: none"> <li>• (ARMS) Archives and Records Management Services Quality Improvement Framework.</li> <li>• (SCARRS) Scottish Council on Archives Records Retention Schedules.</li> </ul>	Ongoing
6.1.2(b)	In the final year of the three-year Heritage Lottery Fund 'Fundraising for Archives' programme, supporting delivery of two training courses in Scotland (Glasgow and Edinburgh) that promote good fund-raising practice in the sector and provides individual archivists with the opportunity to develop relevant skills.	Jun & Nov 2017
6.1.2(c)	Supporting Archives Accreditation Standard in terms of assessment of and reporting on individual archive services as well as providing feedback that ensures Scotland's needs are fully met within the standard.	Ongoing
6.1.3	Promoting understanding of and best practice in archives preservation by:	
6.1.3(a)	Holding a key event focussed on collections management that informs relevant and robust plans and policies across archive services in Scotland.	Nov 2017
6.1.3(b)	Working in partnership with the British Library to produce and disseminate practical preservation guidance.	Ongoing



## OBJECTIVE 6.2

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

Relevant National Outcome(s):

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

Reference	Action	Deadline
6.2.1	Deliver a training event that promotes understanding and use of the Economic Impact Tool and results in the sector building up robust statistics.	Feb 2018
6.2.2	Promote and support sector involvement in research and evidence gathering initiatives (e.g. CIPFA returns, PSQG Visitor Survey).	Ongoing



## OBJECTIVE 6.3

To promote understanding of Scotland's archival heritage notably through cultural and learning partnerships and initiatives that demonstrate sector impact and support Curriculum for Excellence and outcomes flowing from Many Stories, One Scotland: A National Plan for Learning

Relevant National Outcome(s):

- We realise our full economic potential with more and better employment opportunities for our people.
- We are better educated, more skilled and more successful, renowned for our research and innovation.
- Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
- Our children have the best start in life and are ready to succeed.
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
- We take pride in a strong, fair and inclusive national identity.
- Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Reference	Action	Deadline
6.3.1	In partnership with Edinburgh College of Art (University of Edinburgh), National Records of Scotland, Glasgow City Archives, Highland Archive Services and East Lothian Archive Services deliver the two-year Creative Scotland and Paul Hamlyn Foundation-funded 'Animating the Archives' artist-in-residence project so as to harness the creative potential of archive material, including a promotional strategy focussed on promotion of outputs and activities via film festivals and local and national media as well as the SCA website and Broadsheet.	Jun 2017
6.3.2	Working in partnership with Tasglann Nan Eilean Siar (Hebridean Archives) and the Archives and Records Association UK, deliver a community archives-related event at Stornoway, Western Isles, that shares expertise with local community archive-holding groups and with trainees from the Skills for the Future project, and enhances understanding of culturally important Gaelic archives.	Jun 2017
6.3.3	Promote case studies of exemplar archive education projects and activities being delivered across Scotland via the SCA website	Ongoing
6.3.4	Build the teachers' side of the SCA website and publicise the initiative among schools and teacher professional bodies, e.g. link to the Education Scotland website.	Ongoing
6.3.5	Assist archivists in working more effectively with schools and community groups by continuing to develop and expand the SCA education online resources for archivists.	Ongoing
6.3.6	Promote collaboration and sharing of best practice by delivering two national workshops with facilitated activities and discussion.	From Sep 2017



## APPENDIX 1





# COMMUNICATIONS STRATEGY 2017 - 2020





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## 1. PURPOSE

The purpose of the Communications Strategy is to promote and support:

- 1.1 Effective, timely, relevant and evidence-based communication within Scottish Council on Archives (SCA) in order to influence positively decision-making, internal and external.
- 1.2 Knowledge of how SCA works as an open and transparent membership body that encourages relationships with actual or potential partners and funders based on mutual trust, understanding and co-operation.
- 1.3 The effectiveness of SCA as a cohesive advocacy body for the Scottish archives and records management sector by the creation of a clearly-articulated, consistent, evidence-based and inspirational narrative.
- 1.4 The profile and needs of the sector among decision-makers, stakeholders and the public against a background of significant public sector resource constraints.
- 1.5 The opening up of archives – ‘the documented national memory’ – to wider audiences in new ways that meet their varied needs.
- 1.6 Archives and records as unique national information and cultural assets that have economic and social impacts and contribute significantly to the Scottish Government’s National Outcomes and other important initiatives.

## 2. ALIGNMENT WITH CORPORATE AND BUSINESS PLANS

The Communications Strategy is aligned to the Corporate Plan and covers the same period (i.e., 2017-2020). It supports the Vision and Mission Statement and also delivery of the detailed commitments in the Business Plan for 2017-2018. The corporate Vision forms the bedrock of the Strategy with its commitment to ‘Leading Scotland’s archives and records management community to inspire and inform the nation’. The associated strapline – ‘Lead, Inform, Inspire’ – seeks to express in three words the core purposes of SCA that are delivered in practical ways as set out in the Business Plan.

In a very real sense the script for the next three years is written. The Communications Strategy is about how the script can best be promoted among decision-makers and stakeholders. It cannot be prescriptive – any more than the Corporate Plan can be prescriptive – since circumstances may change over the next three years. Tweaks and flexibilities should be accepted as and when necessary, especially in the light of feedback from stakeholders.



### 3. DEMONSTRATING SUCCESS

Demonstrating SCA success as an advocacy body requires communication of individual successes. Those successes make a cumulative contribution to the sense and reality of overall achievement and produce momentum for the organisation and, more importantly, for the sector. Communication must be integral to individual projects at every stage. Those individual communications must inform and support the broader picture, i.e. the Communications Strategy.

### 4. BUILDING ON PARTNERSHIP WORKING

SCA is committed to partnership working. A co-operative approach brings together different interests, accesses a range of knowledge and harnesses various skills, all for the good of the sector and thereby seeks to make a contribution to wider society. Relationships with partners (actual and potential) are vital to the success of SCA as an advocacy body for archives. A Communications Strategy must take full account of those partners, ensure they are informed in ways most convenient to them and seek to win them as advocates for SCA and for the sector.

### 5. DIFFERENT STAKEHOLDERS

SCA must have a clear understanding of its target stakeholders or audiences and how best to address them. While the content of the key messages will be essentially the same, they must be delivered in ways most readily accessible to these different audiences. Key messages should be adapted to ensure relevance to individual stakeholders and the mode of delivery must be the most effective for each of them.

The Strategy is concerned with several different but not mutually exclusive audiences:

#### 5.1 Internal to SCA

- 5.1.1 Board of Trustees and staff, who direct and support and individually and collectively help deliver the Strategic Objectives in the Corporate Plan and associated actions in the Business Plan.
- 5.1.2 As and when appropriate, those employed for specific projects are given up-to-date information in order to inform their decisions and/or reinforce the effectiveness of individual contributions.

#### 5.2 Members

Members are at the core of SCA:

- 5.2.1 Their priorities and feedback mould SCA strategy, outputs and advocacy work.
- 5.2.2 Through the SCA website, they have access to a one-stop information hub.
- 5.2.3 They have access to guidance on standards and to training opportunities.
- 5.2.4 They can attend SCA organised or sponsored events.
- 5.2.5 They have access to SCA networking opportunities.

### 5.3 People of Scotland

They have a democratic right to know how their money is spent. They will appreciate better why it is being spent if persuaded of the value of archives and records management:

- 5.3.1 Managing a national asset.
- 5.3.2 Meeting the needs of business (including government at all levels).
- 5.3.3 Supporting education in the broadest sense.
- 5.3.4 Delivering information that tells the stories of nation, communities and organisations, families and individuals.
- 5.3.5 Encouraging a sense of curiosity and discovery.
- 5.3.6 Contributing to the 'Scottish experience' for visitors to Scotland.

### 5.4 Decision-makers and Funders

Directly or indirectly, they allocate resources to SCA and to the archives and records management sector, including support for delivery of services within the organisations for which they have a responsibility or for specific projects that further their broader priorities or corporate goals.

### 5.5 National Records of Scotland

It is both the channel for Scottish Government funding to SCA and the statutory body with lead responsibility for archives and records management in Scotland as well as an exemplar of best practice.

### 5.6 Media

This covers TV, radio and newspapers and other means of supplying information (e.g., Facebook, Twitter, Flickr and Wikipedia).

### 5.7 Users

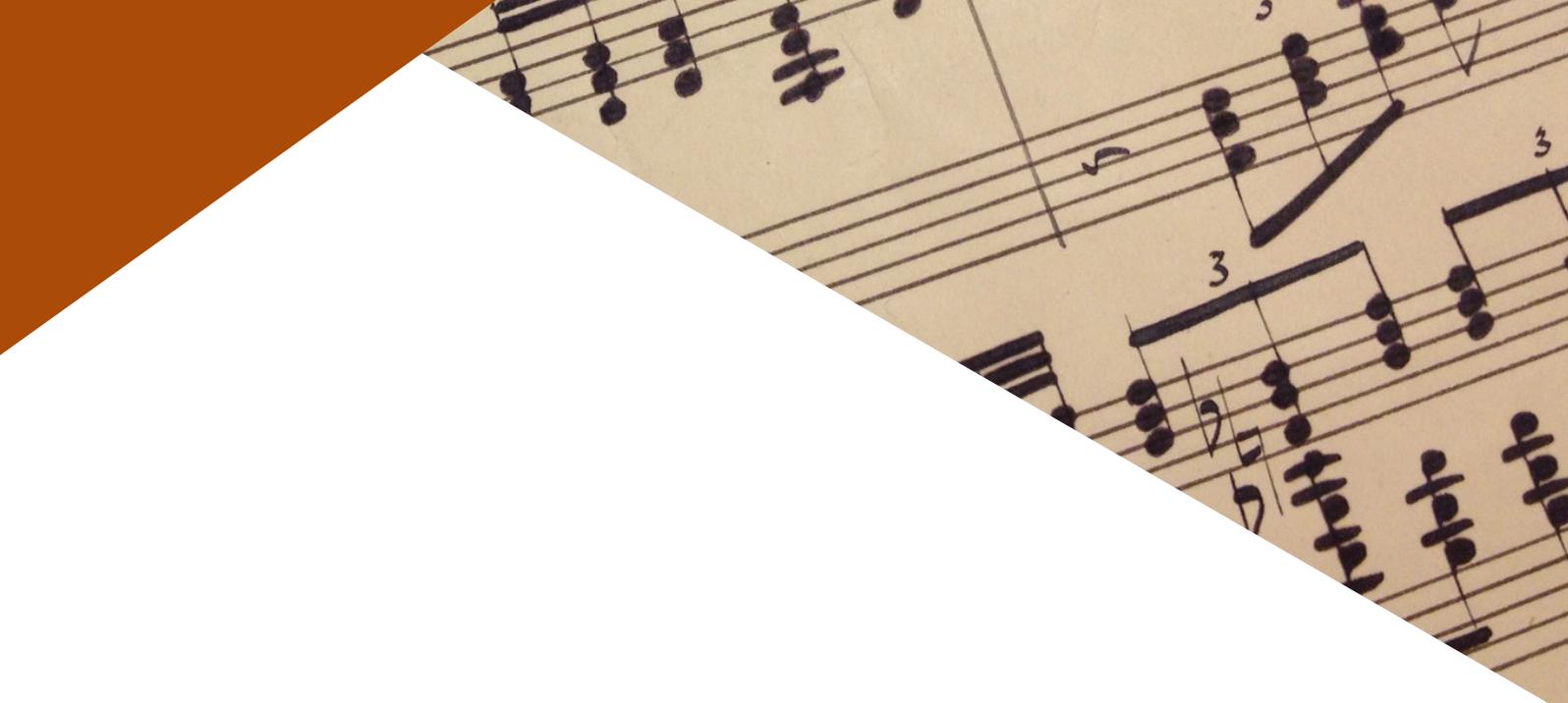
- 5.7.1 Users and potential users in Scotland of archives and records management services, including those with an interest in particular communities or localities.
- 5.7.2 Users and potential users outside Scotland, thus contributing to visitor tourism and the image of Scotland elsewhere in the UK and worldwide.

### 5.8 Sector

Archivists, conservators and records managers in a wide range of organisations across Scotland. They know well the practicalities of delivering a service. They want a vision and a communications strategy that both motivates them and helps them to raise their profile within their employing bodies.

### 5.9 Partners

Partnership organisations, within and outside the sector, whose readiness to co-operate supports the delivery of both shared initiatives and maintenance of services.

A decorative graphic in the top right corner of the page, featuring a close-up, angled view of a musical score on aged paper. The notes and staves are in black ink, and the paper has a warm, yellowish-brown tone. The graphic is partially obscured by a white diagonal shape that separates it from the main text area.

## 6. DIFFERENT MEDIA

Probably because of the nature of their work, archivists are usually very good with words. That strength is of itself no longer enough in a society where long-established means of communication – word of mouth and committing to paper – are now rivalled by new and fast-moving ways of communicating. Expectations are now of responses in ‘real time’ and access to information ‘24 x 7’. Twitter, Facebook and other social media provide access to new audiences, but only on their terms. The key messages remain relevant, however the way of expressing and delivering of necessity must be very different.

Embracing the new does not mean abandoning the traditional. Formal publication (on-line and hard copy) will continue to have a valuable role. Exhibitions – possibly with more emphasis on on-line – will continue to provide a window into the richness and depth of archives. Formal conferences will remain relevant, though greater use may be made of shared spaces on-line where particular themes or interests can be explored in depth, including after conferences.

## 7. STRATEGY KEY MESSAGES

### 7.1 Core of the Key Messages

The key messages to be conveyed to the several audiences are that SCA supports and seeks to build up capacity in the archives and records management sector within an environment where:

- 7.1.1 Archives are the documented national memory, a unique asset for Scotland of astounding richness and breadth to be made more accessible to communities, the nation and the wider world.
- 7.1.2 Records management is a practical discipline that helps to deliver and improve services in Scotland which are essential to the day-to-day functioning of the nation and to its future.
- 7.1.3 Records management underpins accountability.
- 7.1.4 Archives and records management are outward-looking, eager to serve, inform, listen to and involve a wider public and committed to showing their impact on society.
- 7.1.5 Archives and records management practitioners pursue opportunities to inform a wider audience – in terms of numbers and range – and influence that audience, decision-makers and funders of their services as well as their own colleagues.
- 7.1.6 Archives and records management have identified challenges and is addressing them most effectively through co-operation.
- 7.1.7 Specialist and professional skills are essential for the maintenance of efficient and effective archives and records management services.
- 7.1.8 Funding for the sector – core and project – produces significant and measurable outcomes within and beyond the sector that relate to the priorities or corporate objectives of the funders.

### 7.2 Conveying the Key Messages

Conveying the key messages requires a total focus on messages that are:

- 7.2.1 Simple, concise and devoid of ‘archivespeak’ (i.e. can be understood by anyone).
- 7.2.2 Factually accurate but not merely consisting of ‘dry facts’.
- 7.2.3 Focussed on solutions and successes rather than problems.

- 7.2.4 Engaging to audiences and encourage their participation and feedback.
- 7.2.5 Timely for the recipients.
- 7.2.6 Inspiring confidence in the ability to handle financial issues.
- 7.2.7 Showing awareness (where appropriate) of comparator organisations or projects.
- 7.2.8 Effectively articulating the SCA Vision and Mission as set out in the Corporate Plan.
- 7.2.9 Explaining what SCA does and why, and set these in the wider context of society and governance.
- 7.2.10 Conveying the sense of momentum and successes secured in the individual actions set out in the Business Plan.
- 7.2.11 Consistently and oft-repeated whatever the forum.
- 7.2.12 Projecting SCA as a body that listens to funders, stakeholders and to users of archives (actual and potential).

## 8. RESOURCING

The critical challenge is how SCA can resource effective communication when its Business Plan sets out an undoubtedly stretching (but achievable) programme of actions.

In an organisation as small as SCA an 'all hands to the wheel' approach can deliver a significant improvement in communication. Individual trustees, staff and anyone undertaking contract work all need to be aware of how the key messages tie in with individual components of the Corporate Plan and the Business Plan. At every opportunity, both within and outside SCA, they should articulate those messages.

Two tasks remain:

- Linking the key messages to individual objectives and actions within the Corporate Plan and the Business Plan.
- Securing access to skills to ensure effective delivery of those messages to various audiences on different media platforms.

Whether undertaken directly by the trustees or through a short-term consultancy, the linking of key messages is clearly a manageable task.

Effective delivery of key messages is critical for the success of SCA. Without requisite skills, SCA will continue to be at a serious disadvantage. This is especially so when competing for attention with other sectors with a well-established, higher profile and the resources to ensure continued success.

Access to communication skills could be obtained by contract, but the financial commitment would seriously stretch the resources available. At best SCA could buy in necessary skills on an ad hoc basis, e.g. to support a high-profile project. However, consistent direction or oversight of communications would prove challenging.

The alternative presents its own challenges, namely securing and embedding communications skills within SCA. It involves commitment of staff time and some financial support (a fraction of the cost of even ad hoc consultancy), and opportunity costs need to be considered carefully, including that for training of SCA staff. However, SCA thereby secures in-house expertise that informs communications at every level, from the strategic down to how best to convey a particular message in a particular way to a particular audience.



## 9. DELIVERING THE STRATEGY

SCA communication with its different audiences must either be regular (i.e., not spasmodic or unpredictable) or tied to a particular event or circumstance where communication would be expected. The frequency of contact is dictated by the benefits (or otherwise) likely to arise from it: e.g. a busy politician or chief executive must not feel they are being bombarded by little better than junk mail. The communication must be made using means readily accessible to, and understood by, the audience, i.e., a 'high tech' solution may not always be the answer.

### 9.1 Communication Tools

SCA continues to consider what communication tools it can best use to raise its own profile and that of the archives and records management sector.

#### 9.1.1 Website

- a. SCA maintains information-rich and user-friendly web pages – see <http://www.scottisharchives.org.uk> – with impressive navigability.
- b. Links to other relevant websites are being expanded, given prominence and tested regularly (i.e., any broken links restored).
- c. User feedback about the website continues to influence adaptations.
- d. The website continues to provide a platform for SCA contributions to partner initiatives, e.g. Archives and Records Association campaigns such as 'Explore Your Archive'.
- e. As part of the Education Committee's ongoing work in developing resources for teachers and archivists, SCA has been building its portfolio of on-line content as well as links to relevant websites (e.g. Education Scotland).
- f. SCA contacts new audiences via Facebook and Twitter (there is also a Wikipedia entry), but the resource commitment needs to be increased if these initiatives are to be sustained.
- g. To ensure the SCA website remains easily navigable a website review will be undertaken. This will involve mapping the site and using analytics to check usage, then making changes within our existing template to make the site more user-friendly while maintaining distinct areas for different users.

#### 9.1.2 The Media

- a. While media interest in archives and records management issues is limited, it is important that SCA actively seeks coverage for itself and the sector.
- b. Breaking into the national media – e.g., STV and BBC Scotland – is a challenge. SCA will continue to cultivate contacts in such media and seek to persuade them of the mutual benefits of covering the sector that curates 'the documented national memory'.
- c. Obtaining coverage in local media is more readily achievable. SCA has in place procedures that ensure ongoing co-operation with local archives and records management services, e.g. to identify local items that feed into a wider campaign or initiative. Archivists and records managers in local areas have useful contacts and co-operation with them is essential.
- d. Encourage SCA members and partner organisations to share their news so that SCA can pass it on to relevant local/national media outlets and social media influencers. Communicate regularly around submitting news, finds and interesting stories to SCA either via social media or email.

### 9.1.3 Publications

- a. SCA will seek to publish in both traditional hard copy and digital format.
- b. However, in order to hold down costs and with due regard to environmental considerations, the default position will be digital publication (usually via the website) but with the flexibility to print off hard copy where appropriate.
- c. The published Corporate Plan 2017-2020 will be subject to revision and updating throughout the relevant years, and work on a new Business Plan (for 2018-2019) will be undertaken during the current year. SCA will seek input from its membership as well as from a range of stakeholders.
- d. The website will continue to carry information on the range of SCA-sponsored or supported initiatives, e.g. Archive Service Accreditation and revised and updated Scottish Council on Archives Records Retention Schedules (SCARRS) for local government functions.
- e. SCA publishes an e-magazine, Broadsheet, providing coverage of the organisation itself but more particularly of the richness and diversity of archives and records management and of developments in the sector. Visually attractive and easily accessed, the content is varied to draw in different audiences. The 'product' is further strengthened by occasional special-theme editions. Its success has been proved by the willingness of individuals and organisations to contribute features.
- f. A database of recipients of the e-magazine – individuals that have entered their email via the 'sign-up' feature on the website – is being continuously expanded.
- g. Broadsheet content is used – in a targeted way – to communicate with decision-makers about different aspects of SCA work and the wider sector.
- h. Possible inclusion of a link to Broadsheet on the websites or electronic mailing lists of other organisations will be considered with a view to expanding further the circulation of the publication.
- i. Broadsheet seeks to reflect the priorities and needs of the archives and records management sector as well highlighting unexpected developments (positive and negative).
- j. Broadsheet takes full account of the comments of its readers and encourages contributions, including from users of archives and from outside the archives and records management sector.
- k. Following publication, articles and images from the magazine will (subject to authors' consent) be summarised and re-posted on the SCA blog, then shared on social media in order to encourage more downloads of the magazine. These posts will include a call for submissions and SCA will also tag in the organisations and individuals that contributed content to the posts so as to assist SCA to reach wider audiences.

### 9.1.4 Targeted Personal Communications

- a. SCA recognises that people – no matter how sympathetic or interested – lead busy lives and may not have the time to read 'from cover to cover'. With that in mind, targeted communications will be used to attract the attention of the recipient: e.g. an MSP or councillor interested in coverage of their constituency or district, or with an interest in a particular topic.
- b. Targeted communication will also be used to influence decision-makers so that they make well-informed decisions in regard to the sector. This should be seen as a contribution to democratic accountability.

### 9.1.5 Events

- a. SCA has a well-established focus on sponsoring events – often in partnership with others – that highlight matters of current interest or useful initiatives. They bring together archivists and records managers (and others) and spread information, encourage discussion and examine topical issues for the sector. They also influence participants towards adopting common standards in archives and records management in Scotland. Consideration is given as to how best to create and maintain post-event interest groups, e.g. by having on-line



discussion forums.

- b. The Council has developed a programme to appeal to different stakeholders. Such forward planning will allow potential attendees to put dates in their diaries, ensure an early focus on who might be invited to contribute and encourage a staged approach to publicity (especially on the SCA website but with links to the publicity information from other websites, on Social Media, and in Broadsheet).
- c. It is, however, recognised that the events plan must be flexible and topical, i.e. allow for unexpected developments and opportunities.

#### 9.1.6 Submissions, Evidence and Lobbying

- a. SCA is the leading independent advocacy body for the archives and records management sector in Scotland. It has a clear responsibility to put forward cogent arguments on behalf of the sector while also recognising the realities (financial and otherwise) within and beyond the sector.
- b. While some would-be developments will have such significance as obviously to require an SCA response, there is a danger that others (especially at local level) could 'slip under the radar'. SCA stakeholders – from 'ordinary' users of archives to elected representatives – must be encouraged to bring developments to the attention of SCA so that it can judge how best to fulfil its advocacy role in any given circumstance. Both Broadsheet and the SCA website have an important role in encouraging such co-operation.
- c. The SCA default position will continue to be encouragement of a co-ordinated approach to lobbying, etc. so as to produce the greatest impact. Opportunities for co-ordination with other bodies (including from outside the sector) must be considered on the basis of resource commitment by the different parties and the possible impact on the profile of archives and records management.

## 9.2 Channels

The following channels or means will be used to convey the messages from SCA:

- 9.2.1 Web:** The convenience and potential of the web are recognised. It will be the default means of communication, i.e. it will always be considered first, though other methods will be used where appropriate.
- 9.2.2 Web 2.0:** Modern means of communication – Wikipedia, and Twitter – should be given more attention and information 'recycled', i.e. used on more than one platform.
- 9.2.3 Publications:** The default position for publications (including Broadsheet) will be digital and on-line though where appropriate – e.g. for particular target audiences such as MSPs – hard copy printing may be used.
- 9.2.4 Email Contact:** There must be an expectation that unsolicited e-mails will end up in a computer's recycle bin and the communication will fail. Therefore, e-mails should generally be used only where the recipient has agreed to receive them or has otherwise been informed of their forthcoming dispatch. They are a convenient means of alerting individuals to information likely to be of interest.
- 9.2.5 Paper Contact:** Paper communications have a continued valuable role. In a formal office setting, they are likely to be registered as received and drawn to the attention of the recipient. Therefore, there will be occasions when paper is wholly appropriate: e.g. in writing to elected representatives or forwarding publications intended to inform them and attract their interest.

## 10. EVALUATING THE STRATEGY

It is vital that SCA has data to inform its evaluation of the effectiveness of the Strategy, both overall and in relation to particular audiences or projects. For example, impact can be measured in terms of that which informs the better deployment of limited resources and thus achieving maximum impact.

### 10.1 Gathering Data

Mechanisms will continue to be deployed for harvesting such data without imposing significant additional administrative work, e.g.

- 10.1.1 Increased media coverage for SCA and for the sector with SCA input or support.
- 10.1.2 Regular website and *Broadsheet* user survey feedback and analysis.
- 10.1.3 Monthly review of Google analytics data.
- 10.1.4 Monthly monitoring of various social media channels to gather data and feedback from those online audiences.
- 10.1.5 Monitoring increased levels of enquiries across the different platforms.
- 10.1.6 Improved response rates from those contacted by SCA, e.g. responses to invitations or requests for information.
- 10.1.7 Building into events a mechanism that extends feedback on individual events to include feedback on the perceptions of SCA, e.g. its effectiveness as an advocacy body or its media profile.
- 10.1.8 Periodic requests to external stakeholders on their relationship with SCA, whether it is effective and how it might be improved.

The data obtained should inform day-to-day communications-related actions and, more importantly, the higher-level decisions appropriate to the SCA Board of Trustees.

In the light of progress with projects, user feedback about SCA activities and everyday 'on the ground' experience, the Chair and the office team will evaluate delivery against the Communications Strategy and ensure that it is kept up to date. While amendment may not be necessary, this on-going evaluation process encourages a sharp focus on what is working in terms of a significant return for a modest resource commitment.



**Scottish Council on Archives**  
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