



THE NATIONAL
ARCHIVES OF SCOTLAND

DEFINING MOMENTS IN HISTORY

THE NATIONAL ARCHIVES OF SCOTLAND

Corporate Plan

2010-11 to 2012-13

CONTENTS

1. Introduction	3
2. Organisation	3
3. Mission and Functions	3
4. NAS Strategic Perspective	4
5. NAS supports the Scottish Government's Purpose	5
6. Related Organisations	6
7. Shared Services	7
8. Key Performance Indicators	10
9. The Plan	11

APPENDIX 1 – BRANCH DESCRIPTIONS	17
---	-----------

APPENDIX 2 – GLOSSARY	23
------------------------------	-----------

1. Introduction

The National Archives of Scotland (NAS) is both an associated department and an Executive Agency of the Scottish Government. The NAS was designated one of Scotland's five National Collections in 2006. Ministerial responsibility for NAS rests with the Minister for Culture, External Affairs and the Constitution.

The NAS is headed by the Keeper of the Records of Scotland, who is responsible to Scottish Ministers for its management, performance and future development, within the terms of the Framework Document. The Keeper is also responsible for advising the Lord President of the Court of Session on the efficient management of the court and other legal records in Scotland.

This Plan sets out the functions, aims and key objectives of the NAS and specifies the standards to which NAS will undertake its work and the resources required for that work. This section of the Plan deals with NAS as a whole. Part 2 contains information on individual aspects of the NAS's work.

2. Organisation

The NAS is organised into 2 Divisions – Record Services and Corporate Services, each headed by a Deputy Keeper (one post temporarily unfilled).

Record Services Division

- Government Records
- Court and Legal Records
- Collections Development Branch

Corporate Services Division

- Finance and Administration
- Information and Communications Technology
- Conservation Services
- Reader Services

3. Mission and Functions

The mission of the NAS is:

To preserve, protect and promote the nation's records; to provide the best possible inclusive and accessible archive that educates, informs and engages the people of Scotland and the world.

Our functions, based on the mission, are:

- to select public records worthy of permanent preservation; acquire other historical records of national importance, and make suitable arrangements for the disposal of other material including transfer to another appropriate repository;
- to preserve to archival standards all records selected for permanent preservation in the NAS;
- to increase sustainable public access to the records;
- to provide advice to custodians of records outwith the NAS, and facilitate access to such records;
- to take the lead in the development of archival and records management practice in Scotland; and
- to deploy the resources available to the NAS in the most effective and efficient manner.

4. NAS Strategic Perspective

NAS and its staff work on behalf of ministers to extend knowledge and use of the nation's records. Our customers use the records for legal and business purposes, for personal development and discovery, and as a research resource.

Running through all our work is the thread of national and personal identity. Archives provide the evidence of who we are as individuals, as communities and as a nation. Making them widely available to the public and promoting understanding of them helps strengthen the sense of national identity.

The next 5 years will be challenging for NAS, both financially and operationally. For the 2010-11 year, a flat cash settlement will result in the continued need to make efficiency savings to ensure we spend within Budget. During this period, we require to make detailed plans of how we will meet the expected real reductions in public expenditure from 2011-12 onwards.

At the same time, we face a range of new challenges, from the political context in which we operate and from technological changes in the way records are created and used. We need to rebalance NAS over the next 5 years, so that we meet these challenges. We are aware that we are at the start of an exceptionally difficult financial period and that this rebalancing will have to be achieved at the same time as we take steps to reduce our costs significantly.

Over the next 5 years we need to:

- Ensure NAS aims are closely aligned to those of the Scottish Government, even if this means less effort on traditional archival tasks;

one key task is to complete the review of public legislation for Ministers;

- Increase our work on electronic records, both internally and across the Scottish Government and the Courts, and decrease that on conventional records;
- Increase proportional spending on online services and decrease that on onsite services;
- Give more attention to public than private records;
- Transfer greater responsibility for selection, appraisal, transfer and cataloguing from NAS to the creators and depositors of records;
- Further increase our partnership working with other organisations;
- Work closely with the Scottish Council on Archives and integrate our activities, particularly in relation to local authority outreach work;
- Maximise revenue from our activities to counterbalance the loss of our legal income.

During 2010-2011 we will put in place three elements of a longer term plan:

- An action plan derived from the Digital Data Archive scoping study;
- A new structure for onsite public services in the light of run down of legal services, greater use of online access to records and reduced staffing resource;
- a revised organisational structure that will support changing business requirements while allowing flexibility to meet future financial constraints.

5. NAS supports the Scottish Government's Purpose

The Scottish Government's overarching purpose is:

“to focus Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth”

The purpose is expressed as a series of 15 National Outcomes.

(<http://www.scotland.gov.uk/About/scotPerforms/purposes>).

The work of NAS directly and indirectly supports 5 of these:

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

NAS supports this outcome through its work on ScotlandsPeople and the Scottish Register of Tartans. ScotlandsPeople connects everyone with Scottish ancestry to their past and stimulates tourist visits from overseas and within the United Kingdom. The Scottish Register of Tartans boosts worldwide interest in this iconic Scottish product and give the weaving industry a focus for marketing and development.

Our young people are successful learners, confident individual, effective contributors and responsible citizens.

NAS supports learning outcomes particularly for school pupils through a range of education services that increase knowledge of our national culture and history and an understanding of how our communities have evolved.

We live our lives safe from crime, disorder and danger.

NAS supports this outcome indirectly by preserving and making available essential records of the Scottish Courts, thereby promoting the administration of justice and the safeguarding of individual rights.

We take pride in a strong, fair and inclusive national identity.

Archives provide the essential evidence of who we are as individuals, as communities and as a nation. By preserving, protecting and promoting the nation's archives, NAS works to strengthen our sense of individual and national identity.

Our public services are high quality, continually improving, efficient and response to local people's needs.

The work of NAS to promote better record keeping across a range of public bodies strengthens administration and facilitates compliance with information legislation. NAS legal services continue to support the efficient operation of the property market. NAS is also working with Registers of Scotland (RoS) to develop online access to the Register of Sasines in response to customer demand. This will in time lead to a fully remote service provided by RoS, at lower cost.

Our joint working with other institutions, including ScotlandsPeople, the ScotlandsImages.com image library and the new ScotlandsPlaces project, all contribute to streamlining government and improving services to citizens.

Our work promoting better practice with records and archives across a range of public bodies and our review of Scottish public records legislation fosters good record keeping which is a cornerstone of efficient administration.

6. Related Organisations

The Scottish Council on Archives (SCA)

SCA is a voluntary membership body representing archivists and users of archives. The NAS is not a member, but supports the work of SCA in promoting Scottish archives. From 2008-9 the SCA received funding from the Scottish Government and employed full time staff for the first time. NAS is providing office space and some infrastructure to the SCA free of charge.

Scottish Archive Network (SCAN)

The SCAN project was successfully completed in 2004, and its final report is available on its website www.scan.org.uk. The company remains in existence, and will continue to help promote archives. NAS retains a minority of directors of the company, and provides it with limited accounting services. NAS maintains the SCAN website and is working with SCAN Ltd. on updating the catalogue information.

7. Shared Services

As NAS has associated department status, a number of corporate services are provided by the core Scottish Government. The Principal Finance and Establishment Officers for The Scottish Government act as Principal Finance and Establishment Officers to the Keeper of the Records. These services are listed below.

▪ Finance (in part)	▪ Human Resources
▪ Internal Audit	▪ Media relations and publicity
▪ Welfare, Counselling and Employee Assistance	▪ Procurement advice
▪ Legal Services	

NAS also has a number of joint working arrangements with the General Register Office for Scotland (GROS) covering:

▪ Accommodation Services*;	▪ Training and Development*;
▪ Records Management;	▪ Library Services;
▪ Telephone Services	

* Accommodation Services are managed by the Central Accommodation Services Team (CAST) which includes both NAS and GROS staff. Buildings maintenance is provided under a Facilities Management contract with a private sector supplier (currently Arthur MacKay Ltd.) Training and Development services are provided by the Development Centre based in GROS, Ladywell House.

The designation of NAS as one of the five National Collections, as well as our location within the Ministerial Culture portfolio, presents significant opportunities for increased co-operation with other cultural bodies, to deliver efficiency savings for use in improving frontline services.

ScotlandsPeople

ScotlandsPeople is a partnership between the National Archives of Scotland, the General Register Office for Scotland, and the Court of the Lord Lyon. It provides easy access to digital images of the key Scottish family history resources, including over 60 million birth, marriage and death records, wills,

testaments; census records and Coats of Arms. There are three elements to the ScotlandsPeople service:

- The ScotlandsPeople Centre at the Register House campus (General Register House and New Register House) which was open fully to the public from January 2009. Customers are able to use a free 2 hour "taster" session that enables them to build the framework of their family tree. They may also purchase a day ticket. Other services include an assisted chargeable search, where an expert member of staff guides the customer through the records. Customers are also able to purchase copies of the records in a variety of print formats and are able to download images of the records onto USB memory sticks. Importantly customers, particularly tourists to Scotland, are able to search for their ancestors in the unique buildings of the ScotlandsPeople Centre;
- A joined-up ScotlandsPeople Scottish family history service, available over the internet at <http://www.scotlandspeople.gov.uk> since September 2002. A private sector company, BrightSolid, operates this pay per view website on behalf of the partner organisations. The main records from the General Register Office for Scotland and the wills held by the National Archives of Scotland are both available together with the Coats of Arms recorded in the registers of the Court of the Lord Lyon.
- Finally, the partners are actively encouraging and promoting the setting up of local family history centres operated by Scottish local authorities and expect that a modified version of the ScotlandsPeople Centre network will be available for linking to local family history centres during 2010.

ScotlandsPlaces

NAS and RCAHMS have worked together to create ScotlandsPlaces, a new online service focussing on the history and heritage of places in Scotland. ScotlandsPlaces is an innovative project to bring place related data together from a variety of government funded organisations so that the public can find these data in one convenient place.

Just as ScotlandsPeople brings together the main official resources for family history, ScotlandsPlaces aspires to bring together resources to help people to discover information about places in Scotland that interest them. It is aimed at all members of the public, both at home and abroad, who are interested in Scottish ancestry, history and the geography of places in Scotland. The project builds on the existing and planned programmes of digitisation undertaken by the partner organisations rather than embarking on new ones, with ScotlandsPlaces providing an innovative and joined-up way in which to disseminate and make information available.

The project combines existing data in each of the partner organisations with an easy to use gazetteer and map based interface and reaches out to

customers from the novice to the expert across Scotland and the world. For efficiency and flexibility reasons, each partner maintains their own existing data sets and, through the use of new technology, the website fetches data from each partner when a customer carries out a search. This process is invisible to the customer who is presented with a combined set of results from all partner organisations as a one-stop-shop solution.

The project has been designed to meet a range of Government and European objectives and close collaboration has taken place with Scottish Government officials to ensure compliance. The first version of the site was launched in October 2009 and has met with considerable customer satisfaction and over 200,000 visitors in a 2 month period.

RCAHMS and NAS are planning to extend the partnership and are in active discussion with other bodies, including the General Register Office for Scotland, and the national collections.

8. Key Performance Indicators

No.	Measure	Target 2010-2011
1	Number of visits to NAS websites (including SCAN, ScottishHandwriting, and ScottishDocuments):	920,000
2	New catalogue entries made available to the public:	105,000
3	Net increase in NAS holdings	Maximum 800 linear metres per year.
4	Speed of productions to readers from same building: % within 30 minutes	95
5	Speed of productions to readers from another building: % within 24 hours	95
6	Speed of producing extracts: % within 4 working days	92.5
7	Speed of replies to correspondence: % within 20 days	95
8	Number of replies to correspondence:	7250
9	Number of visitors to NAS search rooms	12,000
10	Number of days lost per member of staff through sickness (should not exceed):	10

9. The Plan

NAS STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	KEY BUSINESS OBJECTIVES	OWNER
1. We realise our full economic potential with more and better employment opportunities for our people			
1.1 Ensure that core aims and functions of NAS are aligned with those of Scottish Government.	1.1.1 Ensure all staff understand NAS aims and how they support the government's purpose.	1.1.1.1 By 31 March 2011, develop a strategic plan for achieving real reductions from 2011-2012 onwards, in line with expected spending review outcomes.	SMB ALL BRANCHES
		1.1.1.2 By 31 March 2011, ensure that staff engage with the Strategic Plan priorities by means of Open Forums, away days and other channels of communication.	SMB
		1.1.1.3 By 31 August 2010, work with SG Finance Directorate to ensure that NAS accounts are produced and receive an unqualified audit opinion.	FAB
		1.1.1.4 By 31 March 2011, manage the NAS Operating Budget to ensure that final expenditure is within 1% of provision, and manage the Capital Budget to ensure that final expenditure is within 3% of provision.	FAB
		1.1.1.5 By 31 March 2011, introduce new workspace, with File Plan structure, on G:\drive to achieve corporate-wide information sharing and ensure the transfer of branch documents of corporate value from existing drives.	GRB ALL BRANCHES
	1.1.2 Maximise revenue from our activities to offset decline in our legal income.	1.1.2.1 By 31 December 2010, upload and make available 12,000 Church Records images, around 50% of the total series, via. the ScotlandsPeople website.	ICTB
		1.1.2.2 By 31 July 2010, develop a marketing plan with ScotlandsPeople partners to increase use of the ScotlandsPeople Centre and all of its facilities.	SMB FAB SCOTLANDSPEOPLE
		1.1.2.3 By 31 March 2011, expand the ScotlandsImages online image library with a further 1200 NAS images and engage at least one new partner to the consortium.	CDB
	1.1.3. Use family history	1.1.3.1 By 31 March 2011, work with GROS and local archive	ICTB

	services to support the Homecoming legacy.	colleagues to provide access to ScotlandsPeople facilities in 3 local family history centres.	SCOTLANDSPEOPLE
	1.1.4 Provide framework and opportunities for NAS staff to develop their skills and experience to the full.	1.1.4.1 By 30 June 2010, create a set of competencies for archivists, to support their Continued Professional Development.	DEVELOPMENT CENTRE, CLRB, CDB, GRB, RSB, SMB
		1.1.4.2 By 30 September 2010, run a programme of customer care courses to help us in our aim for NAS to provide an excellent customer experience and ensure that 50% of all staff attend.	DEVELOPMENT CENTRE
		1.1.4.3 By 31 December 2010, meet our customer obligations by creating an all-embracing scheme to cover all our equality duties.	DEVELOPMENT CENTRE
		1.1.4.4 By 31 December 2010, run a series of lunchtime seminars on topics of interest to NAS staff.	DEVELOPMENT CENTRE
	1.1.5 Develop existing strategic partnerships and establish new ones.	1.1.5.1 By 31 October 2010, continue to work with RCAHMS to expand the ScotlandsPeople project by adding at least two new partners.	SMB ICTB
		1.1.5.2 By 31 May 2010, agree with GROS a Memorandum of Understanding on managing accommodation, including preservation advice on record storage and historical artefacts.	SMB CAST
2. We take pride in a strong, fair and inclusive national identity.			
2.1 Ensure preservation of the nation's records so that citizens are aware of and enjoy their heritage	2.1.1 Manage the net increase in NAS holdings of public records, ensuring that only those worthy of permanent preservation are taken on.	2.1.1.1 By 31 March 2011, fulfil statutory obligation of Keeper to accept transmission of court and other records in accordance with agreed schedules.	CLRB
		2.1.1.2 By 31 March 2011, work with Scottish Court Service and other stakeholders to agree a policy on selection of court records and future deposit agreements, in order to manage NAS holdings.	CLRB
	2.1.2 Work with other national institutions and collections to develop a common policy in relation to private records in	2.1.2.1 By 31 December 2010, establish working group to develop possible bid for the addition of Declaration of Arbroath to the UNESCO Memory of the World International Register.	CDB

	Scotland.		
		2.1.2.2 By 30 September 2010, establish a plan and commence cataloguing of the non-Canadian diplomatic papers of the 8th Earl of Elgin at Broomhall in agreement made with Library and Archives Canada to raise awareness of the shared Canadian-Scottish heritage.	CDB (NRAS)
		2.1.2.3 By 31 December 2010, develop plan for exhibition of significant documents held outside Scotland, particularly relating to Wallace.	CDB
		2.1.2.4 By 31 March 2011, identify burgh and church records for transmission to Borders Archive at Hawick, conclude charge and superintendence agreement, and effect transfer.	CDB
	2.1.3 Work to improve the well being of the national archive collection.	2.1.3.1 By 31 December 2010, establish a long term plan for record locations across NAS sites in order to maximise storage efficiency, improve public access and minimise record movements, and support changes in search room organisation.	RSB CSB
		2.1.3.2 By 30 June 2010, publish a Digitisation Imaging Plan setting out NAS' future electronic imaging programmes and priorities.	ICTB
		2.1.3.3 By 31 March 2011, work with GROS to ensure NAS has sufficient accommodation for record storage for the following five years.	SMB CAST CSB
2.2 Increase our work on electronic records, both internally and across the Scottish public sector.	2.2.1 Develop a long term digital preservation policy with Scottish Government and the Courts.	2.2.1.1 By 31 December 2010, develop an action plan based on the DDA scoping study covering greater engagement with Scottish Government and public authorities and a range of new strategic partners in digital preservation.	SMB GRB
		2.2.1.2 By 31 March 2011, implement live running of the NAS Digital Data Archive, input GRB legacy data and train curatorial and administrative staff DDA users.	GRB CLRB ICTB
		2.2.1.3 By 31 March 2011, conduct comparative study of selected SG business area with high eDRM user compliance, to assess quality and continuity of the records created between paper and e-files to test issues affecting transfer of digital	GRB

		records.	
		2.2.1.4 By 31 March 2011, drawing on the outcomes of the DDA scoping study, the review of public records legislation and the comparative study of eDRM, prepare a report for senior management in Scottish Government on records and information policy.	GRB
3. Our public services are high quality, continually improving, efficient and responsive to local people's needs.			
3.1 Balance onsite (including remote enquiries) and online facilities in order to provide the optimum level of service to the maximum number of customers.	3.1.1 Increase proportional spending on online services.	3.1.1.1 By 30 June 2010, plan arrangements for future operation of the Scottish Register of Tartan and its promotion to the tartan industry and the public.	CLRB ICTB
		3.1.1.2 By 31 August 2010, publish a Corporate Applications and Business Innovation Development Statement, setting out a detailed strategy framework for the development of existing and new applications software solutions, including the introduction of an integrated customer search and information delivery system.	ICTB
		3.1.1.3 By 31 March 2011, complete the digitisation of a further 20,000 Sasine volumes as part of the on-going RAC project, delivering reductions in physical legal business related orders by providing electronic access to these records.	ICTB
		3.1.1.4 By 31 March 2011, work with ICT branch to create a new Scottish Criminal Cases Index unrestricted parts of which will be searchable online.	CLRB ICTB
	3.1.2 Review public service provision in light of increased digital access progress.	3.1.2.1 By 31 December 2010, produce plan for future public services to be implemented by 31 March 2011.	RSB SMB
3.2 Position ICT services in order to support evolving NAS business needs.	3.2.1 Develop outline ICT strategy taking account of emerging conclusions from work on the DDA and on the future of	3.2.1.1 By 31 January 2011, refresh the NAS IT servers and desktop software to ensure that NAS has the infrastructure in place to deliver its business strategies and operational requirements.	ICTB

	public services.		
		3.2.1.2 By 31 March 2011, complete an assessment of energy and supporting costs in order to reduce the NAS (IT related) carbon footprint by at least 25%.	ICTB
		3.2.1.3 By 31 July 2010, implement the enhanced IT systems contingency solutions specified in the NAS ICT Business Continuity Plan; to align the ICT Business Continuity Plan with the NAS Risk Register to improve and enhance the effectiveness of NAS' contingency management mechanisms.	ICTB
3.3 Improve the management of records by Scottish Government and the Courts in order to support good governance and the administration of justice.	3.3.1 Review public records legislation on behalf of Scottish Ministers.	3.3.1.1 By 31 March 2011, support Ministerial decision on legislative framework for public records.	GRB SMB
	3.3.2 Work with Ministers and Scottish Government on review of information policy and legislation, including Freedom of Information and file closure periods.	3.3.2.1 By 31 May 2010, manage media event for Ministers to mark the release of Scottish Government files more than 15 years old to the public.	GRB
		3.3.2.2 By 31 March 2011, conclude review of s.61 Code of Practice with Scottish Government Freedom of Information unit to improve compliance by Scottish public authorities.	GRB
		3.3.2.3 By 31 March 2011, work with the Scottish Court Service to establish which court records contain sensitive personal information and what access restrictions should be applied to these.	CLRB
	3.3.3 Work with stakeholders in the justice system to improve the management and improve the quality of material being	3.3.3.1 Within two months of the Lord President's Experts Group on Records reporting to the Lord President, produce a follow-up paper for discussion with the Lord President and Scottish Court Service, in order to build on LPEG's recommendations and retain existing momentum for recordkeeping improvements in the	CLRB

	transmitted to NAS.	courts.	
4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.			
4.1 Increase the use of NAS materials for learning purposes.	4.1.1 Work with educational organisations to develop programmes for Scottish schools and universities.	4.1.1.1 By 31 March 2011, complete the catalogue for the Melrose charters collection (GD55) to support the Paradox of Medieval Scotland website as a national Higher Education teaching resource.	CDB
		4.1.1.2 By 31 March 2011, upgrade the content of the Scottish Archives for Schools website in order to achieve a measurable increase in use by schools and learners.	CDB
		4.1.1.3 By 31 March 2011, deliver 25 school workshops and run a GLOW/Videoconference service for teachers and primary and secondary school pupils, to support Curriculum for Excellence and National Qualifications.	CDB

APPENDIX 1 – BRANCH DESCRIPTIONS

1. GOVERNMENT RECORDS BRANCH

1.1 Function

To administer all aspects of NAS responsibilities for Government records in Scotland, including those of the Scottish Parliament.

1.2 Aims

To appraise Government records and to acquire those regarded as worthy of permanent preservation.

To act as a centre of expertise on the records of government in Scotland, including providing advice on Freedom of Information, Data Protection, records management, copyright and public records policy.

To promote public access to Government records held by the NAS.

2. COURT AND LEGAL RECORDS BRANCH

2.1 Function

To administer all aspects of NAS responsibilities for court and legal records in Scotland.

2.2 Aims

To appraise court and legal records in accordance with current legislation and acquire those regarded as worthy of permanent preservation.

To promote public access to court and legal records held by the NAS.

To act as a centre of expertise on court and legal records, including providing advice to senior management and ministers on public records policy.

To provide advice on court and legal records to NAS customers and staff.

To develop, maintain and promote the Scottish Register of Tartans.

3. COLLECTIONS DEVELOPMENT BRANCH

3.1 Function

To act as a centre of expertise, providing advice on corporate, private and church records to NAS customers, local authorities and private owners.

To advise public authorities on good record keeping and promote NAS collections and services to increase access to its records and facilities by users.

To support education in schools, universities and life-long learning

3.2 Aims

To improve awareness of NAS collections to increase usage and understanding of Scotland's history.

To increase the use of NAS archives in schools and learning as a national resource.

To appraise private records, acquiring those regarded as worthy of permanent preservation and promoting public access to them.

To act as a centre of expertise, providing advice on corporate, private and church records to NAS customers and staff.

To provide advice and support to owners and custodians of records held out with the NAS (in particular to private owners) and promote public access to them.

To develop opportunities to market NAS services to customers and maximise revenue generation.

To provide advice and support to owners and custodians of records held outwith NAS, in particular to local authorities and health boards.

To co-ordinate NAS involvement in external projects and exhibitions, in collaboration with other National Collections.

To supervise arrangements for records held outside NAS under the charge and superintendence of the Keeper of the Records.

To increase the use of NAS archives in schools, universities and life-long learning as a national resource.

4. CENTRAL ACCOMMODATION SERVICES TEAM

4.1 Function

To support the work of the NAS by arranging the supply of appropriate accommodation for the records, customers and staff. To provide professional assistance to other Departments and Agencies relating to archival storage and accommodation matters.

4.2 Aims

To maintain a safe, secure and comfortable working environment for customers and staff, and to exercise appropriate stewardship of the historic fabric of NAS property.

When required to provide appropriate information and assistance to other organisations on accommodation related matters.

5. FINANCE AND ADMINISTRATION BRANCH

5.1 Function

To support the work of the NAS by providing, in liaison with the appropriate Scottish Government Directorates, finance, procurement and other central services. The Branch provides support for Senior Management for budget and monitoring systems. The branch is responsible for the purchase of all goods and services made by NAS. It is also responsible for ensuring that administrative procedures throughout the NAS are consistent.

5.2 Aims

To prepare bids for spending review and budget rounds and to monitor annual expenditure to ensure that it stays within budget provision.

To assist budget centre managers in planning and monitoring of budgets and to coordinate all finance, procurement and personnel-related activity, ensuring prompt and proper discharge of NAS' responsibilities.

To administer the NAS capital expenditure budget.

To purchase all goods and services on behalf of NAS, ensuring value for money is achieved and to provide procurement advice to all NAS staff and ensure all purchases are made in accordance with Government purchasing rules.

To ensure that all invoices and income received are processed in accordance with the *Scottish Public Finance Manual*.

To ensure NAS complies with Audit requirements.

To assist Scottish Government Finance colleagues in the production of the annual accounts for NAS and other financial matters.

To ensure working practices on administrative matters (flexible working hours, sick leave, overtime etc) are consistent across the NAS and in line with Scottish Government rules.

6. INFORMATION AND COMMUNICATIONS TECHNOLOGY BRANCH

6.1 Function

To support the work of the NAS by arranging the supply of appropriate information technology services, including voice and data communications.

6.2 Aims

To develop the NAS' information systems in line with the agreed ICT strategies and business requirements, including the procurement of appropriate hardware, software and expertise.

To develop and maintain an ICT and IS infrastructure for the NAS and ScotlandsPeople Centre that will give staff and customers full access to all relevant systems and data.

7. CONSERVATION SERVICES BRANCH

7.1 Function

To ensure the conservation, preservation, storage and access of NAS collections and to support the work of the other branches with their responsibilities for the care of the records.

7.2 Aims

To ensure storage, production and transportation of NAS collections in compliance with professional standards.

To provide conservation and preservation primarily for NAS but also to act as a centre of expertise and advice to Scottish archives, Scottish Government Departments, Scottish Courts Administration and the private owners of historic collections in Scotland.

To provide conservation and preservation advice on all aspects of collection care for charge and superintendence collections and undertake Preservation Assessment Surveys® and Benchmark Audits® to enhance, inform and support Outreach Services Branch objectives and policy.

8. READER SERVICES BRANCH

8.1 Function

To make the records held by the NAS available to the public

8.2 Aims

To provide access to open, historical records held by the Keeper.

To provide access, on payment of appropriate charges, to public registers and other records for commercial purposes

To answer historical and commercial enquiries about records held by NAS, and to direct enquirers elsewhere as appropriate.

To develop the NAS as a centre of expertise on cartographic plans, architectural and technical drawings and photographs.

9. THE DEVELOPMENT CENTRE

9.1 Function

To support the work of the NAS by providing training and development facilities, induction training and advice and help with HR-related topics, eg assessment centres, boarding etc.

9.2 Aims

To arrange training and development opportunities for staff.

To arrange customised induction for staff (including tours of the NAS buildings).

To run ongoing programmes of European Computer Driving Licence (ECDL) training (the DC is an accredited ECDL Test Centre).

To provide internal consultancy to staff on request on eg HR/resourcing/staff management/job related training and personal development matters.

To manage/co-ordinate corporate initiatives that improve the overall effectiveness of the department (e.g. Well-being at Work, Investors in People, Employee Survey, Learning at Work events).

To help arrange and facilitate at NAS away days.

To evaluate learning activity to ensure business needs are met and that we achieve value for money.

To represent NAS at SG HR and Training Network meetings and at training shared service meetings with NMS, NLS, NGS and RCAHMS.

To review NAS Equality Schemes, publish Annual Reports on the website and advise on equality issues.

10. SENIOR MANAGEMENT BRANCH

10.1 Function

To provide leadership and strategic direction for the NAS and manage the NAS according to the terms of the Framework Document.

10.2 Aims

To develop strategic and corporate plans for NAS and ensure adequate resources are in place to carry them out, in order to ensure delivery of the mission, aims, objectives and targets.

Manage change affecting the NAS, so that the quality of service to customers, and working conditions for staff, are maintained or improved.

To agree and monitor performance measures and targets for the NAS with our sponsors in the Scottish Government.

To ensure sound financial management, and that NAS meets duty of best value and efficient government objectives.

To ensure that NAS maximises the opportunities for joint working with other appropriate organisations, in particular the other National Collections.

To ensure NAS leads the development of archival and records management practice in Scotland and provides all its staff with suitable opportunities for career and professional development.

To provide advice to Ministers and the Scottish Government on records and information policy.

APPENDIX 2 - GLOSSARY

AHRC	Arts and Humanities Research Council
BS5454	British Standard: Recommendations for the storage and exhibition of archival documents
CALM	Software used in the cataloguing of archives
CAST	Central Accommodation Services Team
CDB	Collections Development Branch
CLRB	Court and Legal Records Branch
COPFS	Crown Office and Procurator Fiscal Service
CSB	Conservation Services Branch
DC	The Development Centre
DDA	Digital Data Archive
DP	Data Protection
DIU	Digital Imaging Unit
ECDL	Electronic Computer Driving Licence
eDRM	Electronic Document Records Management
FAB	Finance and Administration Branch
FOI	Freedom of Information
FWH	Flexi Working Hours
GD	Gifts and Deposits
GRB	Government Records Branch
GRH	General Register House
GROS	General Register Office for Scotland
HE	Higher Education
HR	Human Resources
ICTB	Information and Communications Technology Branch
IS	Information Systems
NAS	National Archives of Scotland
NRAS	National Register of Archives for Scotland
OPAC	Online Public Access Catalogue
ORT	Online Resources Team
RAC	Registers Archive Conversion
RCAHMS	Royal Commission on the Ancient and Historical Monuments of Scotland
RoS	Registers of Scotland
RHP	Register House Plans
RLS	Resources for Learning in Scotland
RSB	Reader Services Branch
SAfS	Scottish Archives for Schools
SCA	Scottish Council on Archives
SCAN	Scottish Archive Network
SG	Scottish Government
<i>theOracle</i>	The NAS intranet
TTH	Thomas Thomson House
TTH2	Thomas Thomson House extension
WRH	West Register House