

NATIONAL ARCHIVES OF SCOTLAND

Corporate Plan

2006-07 to 2008-09



The **NATIONAL**
ARCHIVES
of **SCOTLAND**

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PART 1 – THE CONTEXT

1. Introduction

The National Archives of Scotland (NAS) is an associated government department and on 1 April 1993 became an Executive Agency. The sponsoring department is the Constitution and Parliamentary Secretariat within Legal and Parliamentary Services. The NAS is headed by the Keeper of the Records of Scotland, who is responsible to the Scottish Ministers for its management, performance and future development, within the terms of the Framework Document. The Keeper is also responsible to the Lord President of the Court of Session for 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. Sections 2 to 12 contain information on individual aspects of the NAS's work. The Appendix to the Plan describes the constitutional, legislative and planning framework within which NAS operates.

2. Organisation

The NAS is organised into 2 Divisions – Record Services and Corporate Services, each headed by a Deputy Keeper.

Record Services Division

Government Records
Court and Legal Records
Private Records
Outreach Services

Corporate Services Division

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

3. Mission and Functions

The mission of the NAS is to select, preserve, and make available the national archives of Scotland in whatever medium, to the highest standards; to promote the growth and maintenance of proper archive provision throughout the country; and to lead the development of archival practice in Scotland.

Our functions, based on the mission, are:

- to select public records regarded as worthy of permanent preservation; acquire other historical records of national importance, or which otherwise merit preservation;

divert, devolve or transfer records to other appropriate repositories; and make suitable arrangements for the disposal of other material;

- to preserve to archival standards all records selected for permanent preservation in the NAS;
- to promote public access to the information in the records; and increase access to the records through electronic means, the use of copies, and by producing catalogues, exhibitions and publications;
- to provide advice, guidance and support to owners and custodians of records held outwith the NAS, especially local authorities and other Scottish public authorities; and disseminate information on 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. Scottish Executive Policy

In January 2006, Patricia Ferguson, Minister for Tourism, Culture and Sport, made a statement to the Scottish Parliament, in response to the Cultural Review, setting out Scottish Ministers' vision for the strategic direction of future cultural policy in Scotland. This designated the National Archives of Scotland as one of Scotland's 5 National Collections, along with the National Museums, National Galleries, National Library and the Royal Commission on the Ancient and Historical Monuments. The Minister's statement said that the National Collections should maintain their discrete functions, prestige and identities as centres of excellence, but should develop closer operational relationships with better co-ordination of strategy and policy and more joint activity. Ministerial responsibility for NAS was subsequently transferred to the Tourism, Culture and Sport portfolio.

Scottish Executive cultural policy has centred on delivering excellence, increasing participation, widening access among under-represented groups and delivery through ICT. In carrying forward the ministers' strategic vision, the Executive has set out a challenging agenda for the National Collections:

- guardianship and preservation of the Collections to the highest international benchmark standards;
- delivery of excellence in a national and international representational role;
- development of close operational relationships among the National Collections, with better co-ordination of strategy and policy, and more joint activity on service delivery;
- co-ordination of education and outreach activities among the National Collections and with Learning and Teaching Scotland;
- streamlining of administration and rationalisation of common functions where appropriate among the National Collections;
- provision of advice and assistance where appropriate to the non-national sector;
- development of standards for the sector, in consultation with stakeholders;
- contribution to the development of cultural entitlements.

5. Challenges

In addition to its continuing workload, the specific challenges facing the NAS include:

- Legislation on information access, including the Freedom of Information Act and the Environmental Information Regulations, has led to increased demand from public authorities to NAS for professional advice on managing their records and this is likely to continue throughout the plan period;
- We must continue to exploit technology to make our services more convenient to our customers and improve the ways we provide information. This is reflected in our key Objectives and Targets listed in Part 2;
- Electronic records, their preservation and continuing accessibility present considerable challenges for the NAS. NAS must position itself as a centre of excellence in this area and therefore needs to have a firm grasp of the fast-developing issues and must adapt its organisation to respond to these challenges. Many of these issues are being considered as part of the Digital Data Archiving (DDA) project;
- NAS is running critically short of space to store the public records due to an unexpected rise in demand over the last few years. Government programmes of de-nationalisation, an increase in the scope and complexity of government, including the creation of a Scottish Parliament, and a general rise in court business, will result on present projections in the NAS using up all of its existing storage space in around 5 years time. NAS currently has Ministerial approval to work on detailed plans for an extension to the repository at Sighthill, Edinburgh and will be presenting these in mid 2006.

6. Related Organisations

Scottish Records Advisory Council

The Scottish Records Advisory Council, whose members are appointed by the Scottish Ministers, submits proposals to Ministers, the Lord Justice General or the Lord President on questions relating to the public records of Scotland. The Keeper of the Records attends meetings of the Council, by invitation, and keeps the Council informed about his plans.

The Scottish Archive Network (SCAN)

The Scottish Archive Network was set up in August 1999 to create an electronic network and virtual search facility linking 51 Scottish archives – opening up Scotland’s archives to the world. Funded through the Heritage Lottery Fund (HLF), the Genealogical Society of Utah (GSU) and the NAS, the project is providing Internet access to:

- basic catalogue information on all Scottish archives;
- a virtual reference service for everyone, including a knowledge base of frequently asked questions on Scottish history and archives, help with understanding documents and older handwriting, exhibitions, and discussion groups.

SCAN provides a model for future access to archives, integrating information from the catalogues with online services to help the remote user and providing a reference facility alongside a major historical resource in digital form. Project funding ended in March 2004, but NAS will continue to maintain and develop the digital products and services created, some within the ScotlandsPeople joint project.

7. Shared Services

The Scottish Family History Service project is a major initiative being taken forward jointly by NAS, the General Register Office for Scotland and the Court of the Lord Lyon. Genealogical tourism has been identified as a significant niche market by VisitScotland and our service, to be known as *ScotlandsPeople*, will provide a catalyst for growth in this area. We plan to open the service to the public in [November 2006], with a formal launch in [April 2007].

The Registers Archive Conversion (RAC) project is being undertaken jointly with the Registers of Scotland (RoS). The key objective for NAS over the next 2 years is to convert a critical mass of sasine records to electronic form, allowing faster access and enabling the eventual transfer of the service to Registers Direct operated by RoS. This will mean NAS can concentrate on its core business of selecting, preserving, and making available records for historical search purposes.

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

- Buildings Management;
- Training and Development;
- Records Management;
- Library Services.

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

8. Resources

Financial provision is set out below. The capital budget excludes sums available from End-Year Flexibility carryover.

	2005-06	2006-07
	£000s	£000s
	Provisional Outturn	Budget
Staff costs	4,400	4,400
Accommodation costs	1,249	1,500
Other running costs	678	841
Capital Expenditure	1,534	1,500
Capital Charges	1,300	1,256
Acts of Parliament	147	0
BACS & Conservation Grants	27	29
Total Gross Expenditure	9,335	9,526
less: Retained Income	800	800

Capital Receipts Applied	0	0
Net Total Budget	8,535	8,726
Net Operating Budget	7,001	7,226
Income Analyses		
Copying Services	700	700
Publications	10	10
Professional Services	15	30
Accommodation	75	60
Net Operating Budget	7,001	7,224

PART 2 – THE PLAN

SECTION 1 – Strategic Objectives and Performance Indicators

1.1 Strategic Objectives

The Strategic Objectives and Targets below are those set in the Spending Review Assessment 2004 as agreed by Ministers. Our success, or otherwise, will be gauged on how well we achieve these objectives and targets:

Strategic Objective	Target	Key Business Objective
To increase use of the records by the people of Scotland and others.	1. Over the SR2004 period, increase usage of the online catalogue by 10% per year.	4.3 (i), (v) 6.3.(i), (iii)
	2. By November 2006, develop genealogy records services in a new centre and over the Internet. Joint target with GROS.	
	3. By March 2007, implement a marketing strategy and a unified outreach programme based on it, to raise the public profile of NAS and develop new revenue streams.	5.3 (i), 12.3 (iii)
To become a centre of expertise for archival and record keeping practice.	4. By March 2007, develop a framework of standards for public authorities that will assist them in creating and managing authentic, reliable records and in ensuring access to them over time	2.3 (ii), 3.3 (iv), 5.3 (vii),
To promote the physical well being of the records and guarantee long term access to them.	5. By March 2008, ensure that 75% of record storage in NAS complies with British Standard 5454.	6.3 (ii), 6.5 (iv)/ 9.5 (v)
	6. By March 2008, 40% of public access to the records to be electronic, thereby reducing physical wear and tear on the original documents.	3.3 (ii), 5.3 (ii), 6.3 (iii), 8.3 (i), (iii), (v)-(viii), (x), 9.3 (iv), 10.3 (iii),
	7. By March 2007, have in place a pilot system for accepting, preserving and making available electronic records from a range of Scottish public authorities.	2.3 (i), 3.3 (v)
	8. By December 2006, develop a flexible, long term strategy to manage NAS record storage space, including reductions in the quantity of records, the use of alternative storage systems and the provision of additional building	2.3 (iv), 3.3 (i), 6.3 (ii),

facilities.

1.2 Performance Indicators

Performance indicators are reviewed annually and performance against them reported as part of a monitoring report to the quarterly Governance meeting. This paper is then published to the NAS website. The Performance Indicators for 2006-7 are set out in the following table:

No	Measure	Target 2005-6	Target 2006-7
1	Unit cost of selecting and preserving public records per metre (£ per metre)	93.50	93.50
2	Number of visits and unique visitors to: website online education pages online record keeping pages online catalogue accesses	300,000 n/a n/a n/a	<i>figures to be added</i>
3	New catalogue entries created	116,050	51,600
4	Quantity of records received in NAS, appraised and destroyed (shelf metres)	n/a	<i>figure to be added</i>
5	Proportion of total storage accommodation that complies with BS5454 environmental limits (metres of storage staying within 5% of limits for 98% of days in the period)	n/a	45,738.41
6	Speed of productions to readers from same building: % within 30 minutes	92.5	95
7	Speed of productions to readers from another building: % within 24 hours	95	92.5% ordered by 3pm, for 11am next day
8	Speed of producing extracts: % within 4 working days	92.5	92.5
9	Speed of producing quick copies: % within 24 hours	100	90
10	Speed of replies to correspondence: % within 20 days	95	95
11	Speed of producing paper copies ordered in Historical and West Search Rooms: % within 72 hours	n/a	95
12	Speed of producing paper copies for remote enquiries in Historical and West Search Rooms: % within 5 days of receipt of payment	n/a	95
13	Speed of cataloguing newly accessioned Court records: % within 6 months of accession	n/a	98
14	Number of visitors to NAS search rooms	n/a	12,000
15	Number of days lost per member of staff through sickness (should not exceed)	n/a	10.5

Those Performance Indicators showing n/a for 2005-06 are new, brought in for 2006-07.

SECTION 2 – GOVERNMENT RECORDS

2.1 Function

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

2.2 Aims

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

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

To act as a centre of expertise on Government records.

To provide advice on Government records to NAS depositors and staff.

2.3 Key business objectives for 2006-07

- i. Provide archival input and completion of GRB products for the NAS Digital Data Archive project:**
 - **By mid-November 2006, develop disaster recovery policies;**
 - **By 31 January 2007, complete DDA procedure manual;**
 - **By 31 January 2007, develop training materials for curatorial and administrative users of the DDA;**
 - **By 31 March 2007, contribute to PD0008 working group in order to allow implementation of PD0008.**
- ii. By 1 July 2006, draft and make available for comment a workbook to allow organisations/auditors to check records management procedures against the Section 61 Code of Practice issued under the Freedom of Information (Scotland) Act 2002;**
- iii. By 30 November 2006, complete an assessment of SE's internal audit of its records management procedures against Section 61 Code (and/or ISO15489);**
- iv. By December 2006, undertake a review of the NAS selection policy on government records and revise it accordingly (related to other objective d).**
- v. By 31 December 2006, raise awareness of data protection within NAS by holding staff workshops on the new NAS codes of practice on data protection;**
- vi. By 31 March 2007, ensure NAS is ready for the introduction of EDRM by completing the restructuring of all branch shared drives in accordance with the NAS file plan and providing each branch with a report on the work done.**

2.4 Other objectives for 2006-07

- a. By 30 April 2006, update NAS's data protection registration with the UK Information Commissioner;**
- b. By 31 March 2007, in conjunction with OSB, reach agreement with Royal Commission on Ancient and Historical Monuments about areas of mutual interest in RCAHMS and NAS collections policies;**

- c. By 31 March 2007, formulate proposals for reform of NAS approach to review of Scottish Executive records in light of their introduction of ERDM (related to KBO iv);
- d. By 31 March 2007 establish a pilot project to index Scottish prison registers held by GRB; project to 1) abstract test data from a maximum of 6 separate Scottish prisons; 2) set up a database in *SQL server* format, and achieve linkage with related prison register images, and/or database information about criminal records or trials; 3) submit report to the NAS Management Board as to the overall success of the pilot and possible future expansion of the project;
- e. Within one month of the period being reported on, produce reports on NAS accessions:
 - one for the period April 2006 to March 2007 for inclusion in the Keeper's Annual Report, and
 - one for the calendar year 2006 for the HMC;
- f. Ongoing, at least 3 weeks in advance of the annual SRAC sub-group meeting, produce a report for the sub-group on the review and disposal of government records;
- g. Ongoing, provide input to Freedom of Information enquiries in which GRB has an interest, to enable NAS to meet its statutory 30 day turnaround time;
- h. Ongoing, respond to requests under the terms of the NAS Memorandum of Understanding with OSIC for input to investigations into record keeping arrangements of Scottish public authorities;

2.5 Performance targets and workload measures

1. Create 3000 catalogue entries for the year 2006-07.
2. Appraise 1200 linear metres of Scottish Executive files in year 2006-07.
3. Ensure 98% of retransmission request are met within 2 working days of receipt.
4. Ensure that 97% of internal requests for existing files are met within 4 hours of receipt.
5. Within 10 working days, respond to requests for advice from stakeholders on records management, freedom of information and electronic records management.
6. Answer data subject access requests within 40 working days of receipt

SECTION 3 – COURT AND LEGAL RECORDS

3.1 Function

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

3.2 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.

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

3.3 Key business objectives for 2006-07

- i. By 30 September 2006, reduce by 80% the bulk of civil processes transmitted during the year 2006-07 from sheriff courts;**
- ii. By 31 March 2007, develop and extend use of the new combined *SQL Server High Court Solemn* database to 1) enable intranet searching by stakeholders (NAS staff & search rooms); 2) permit linked access to digital images; 3) enable automated downloading of data changes to the NAS OPAC;**
- iii. By 31 March 2007, work with the Scottish Court Service (SCS) working party to improve records management procedures for court records and in time reduce the quantity of material submitted to the NAS;**
- iv. By 31 March 2007, issue new records schedules for consultation to improve appraisal and retention of supreme court records, including**
 - Assessment of Supreme Courts and Crown Office case management systems, the Accountant of Court & Office of the Public Guardian and the Accountant in Bankruptcy;**
 - Assess records of the Accountant of Court, c1950s-1980s, held in Supreme Court, and devise and agree a programme for weeding and cataloguing as appropriate;**
 - Investigate, draft and agree new weeding schedule for Court of Session processes with a view to enabling weeding of late 20th century CS process papers during 2007 annual weeding round;**
- v. Ongoing, monitor and investigate the development of electronic records in stakeholder bodies, to enable their transfer to NAS in compliance with PD0008 and NAS Digital Data Archive procedures.**

3.4 Other Objectives for 2006-07

Supreme Courts & Crown Office: General

- a. By 31 March 2007, achieve annual transmissions of Court of Session (2000), High Court and Crown Office papers (1995), and catalogue on the new integrated *SQL Server Solemn Database* and NAS OPAC, to**

- achieve and maintain an accurate NAS electronic catalogue within 6 months of transfer;
- improve public and stakeholder access;
- ensure that NAS achieves its performance target of meeting 98% of retransmissions of court items within 2 working days;
- remove High Court photographs for separate storage;

High Court & Crown Office: specific

- b. By 30 September 2006, key new transmission year (1995) of Justiciary summary appeal series High Court index cards (JC31) into the NAS OPAC, to permit access by the NAS Retransmissions Unit and the Court;
- c. By 31 December 2006, catalogue new transmission of JC34 Appeals (1995) and integrate into the new Solemn Database and NAS OPAC;
- d. By 31 December 2006, weed duplicate processes from existing holdings of High Court lists of assize 1983-1985, 1987-88, 1991-94;
- e. By 1 January 2007, catalogue Crown Office precognitions for 1931 release year, and Edinburgh High Court section 31 referrals for 1932; add victim details for 1906 trials to the Solemn Database, and integrate into the NAS OPAC;
- f. By 31 March 2007, catalogue new transmission of closed AD15 papers (1995) on the Precognitions database; and supply copy to the NAS Retransmissions unit, to
 - answer Data Protection enquiries;
 - ensure that NAS meets its 98% retransmissions performance target;
- g. By 31 March 2007, provide High Court & Crown Office with updated CDs datasets of the electronic catalogues for the 20th century Solemn and Precognitions databases;

Court of Session: specific

- h. By 31 March 2007, convert keyed data from the Court of Session Acts & Decrees, 3rd series, 1810-1821 (Dalrymple's Office) (CS31-34) (5,622 entries), to link extracted processes with register warrant entries onto a CLRB database, and integrate into the NAS OPAC;
- i. By 31 March 2007, capture of Court of Session Acts & Decrees, 5th series, 1830-1952 (CS45-46) for the years prior to 1913, to achieve a consolidated electronic catalogue for all 20th century extracted CS processes, and integrate into the NAS OPAC;
 - estimated capture of 12 years, 1900 – 1912 (c.16,000 entries);

Sheriff Courts: specific

- j. By 31 December 2006, catalogue solemn trials from 1 sheriff court onto the new Solemn Database as a pilot project, and integrate within the NAS OPAC;
- k. By 31 March 2007, achieve transmission of 6 sheriff courts (3 medium, 3 small);
- l. By 31 March 2007, catalogue surviving Fatal Accident Inquiry records for 6 sheriff courts;
- m. By 31 March 2007, catalogue outstanding backlogs of miscellaneous sheriff court transmissions, including integration of Cromarty sheriff court processes into the main court sequence;
- n. By 31 March 2007, key catalogue of Campbeltown sheriff court records onto the NAS OPAC and integrate/relist additional processes identified from local archives;

Other

- o. By 31 December 2006, Capture 1,000 item level entries for Duplicate Sasine Plans (RS230);

- p. By 31 December 2006, investigate pilot project to capture item level entries for Preservation Writs (RD16) for which none currently exist;

3.5 Performance targets and workload measures

1. Create 38,000 new catalogue entries for the NAS OPAC.
2. Create 3,000 new index entries for CLRБ databases.
3. Achieve space saving of 120 metres from new transmissions and existing record holdings following re-review.
4. Process new transmissions of adoption records received from sheriff courts within 2 working days of transmission, to pass to Legal Search Team for entry onto the confidential Adoptions database.
5. Catalogue 98% of court records within 6 months of accession.

SECTION 4 – PRIVATE RECORDS

4.1 Function

To administer corporate and private records held by NAS, and to take responsibility for relations with private organisations which do not deposit records, providing a source of expertise and advice to them on record keeping.

4.2 Aims

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 outwith the NAS (in particular to private owners) and promote public access to them.

4.3 Key Business Objectives for 2006-07

- i. By 30 September 2006, produce updated policy on acquisition of private records, in order to safeguard NAS' investment in cataloguing and storing these records;**
- ii. By 30 September 2006, implement CALM v7 in co-operation with ICT to enable enhanced EAD and to improve system reliability;**
- iii. By 30 September 2006, produce NAS standards for creating corporate and persons catalogue authorities in line with international standards;**
- iv. By 31 December 2006, produce draft guidance on managing private estate records for use with new accessions and for circulation to owners;**
- v. By 31 March 2007, measure the extent and depth of the PRB catalogue backlog and establish a programme to reduce it progressively;**
- vi. By 31 March 2007, in co-ordination with ORT and RSB design and construct summary finding aid for NAS OPAC.**

4.4 Other Objectives for 2006-07

- a. By 31 December 2006, in co-operation with Outreach Services Branch, plan and participate in official launch of NRAS OPAC and celebration of NRAS' 60th anniversary;
- b. Ongoing, extend NRAS outreach programme to a wider range of higher educational users in order to advertise the services provided by NRAS;
- c. Ongoing, represent NAS on UK national networking and cataloguing initiatives to ensure that NAS continues to lead the development of archival practice in Scotland.

4.5 Performance targets and workload measures

1. Create 10,000 new catalogue entries for the year 2006-7.
2. Answer 95% of NRAS enquiries within 20 days.
3. Load 4500 entries from new NRAS surveys provided by outside bodies and from old unconverted surveys for the year 2006-7.

4. Load 8,000 entries from NAS paper catalogues not on eCat for the year 2006-7.
5. Add 1000 new summaries to TLFAs of NRAS electronic catalogues for year 2006-7.
6. Edit and enter all SCAN updates within one month of receipt, through 2006-7.

SECTION 5 – OUTREACH SERVICES

5.1 Function

To develop and manage relations with public organisations, which do not deposit records in the NAS, and to provide a source of expertise and advice to public authorities on good record keeping.

To promote and market NAS collections and services to increase access to its records and facilities by users.

5.2 Aims

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

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 the NAS, in particular to local authorities and health boards.

To co-ordinate NAS involvement in external projects and exhibitions, in collaboration with the 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 and learning as a national learning resource.

5.3 Key business objectives for 2006-07

- i. By 31 July 2006, set up a Project Board and by 31 March 2007, complete a pilot videoconferencing project with schools and submit a business case to Senior Management to support introducing this as part of the NAS education service;**
- ii. By 31 July 2006, set up a Project Board and by 31 March 2007, complete initial planning for an exhibition, possibly with external partners, to mark the Union of the Parliaments;**
- iii. By 31 March 2007, implement marketing strategy, in order to raise the public profile of NAS and develop new revenue streams, including: by 30 September 2006, achieve delegated authority from OPSI for NAS to license re-use of its images and; by 31 March 2007, have an online image library with 750-1000 copyright cleared images ready for beta testing;**
- iv. By 31 March 2007, create flexible education resources on the Highland Clearances and the Act of Union for the website and educational workshops;**
- v. By 31 March 2007, draft NAS leaflet policy, revise stock of NAS paper leaflets, deleting, amending and supplementing these as required and arrange for all leaflets to be available online ;**
- vi. By 31 March 2007, provide guidance on 'proper arrangements' in sec 53 of Local Government (Act) 1994.**

5.4 Other objectives for 2006-07

- a. By 31 July 2006, complete text for *NAS Annual Report* and publish it by 30 September 2006;
- b. By 15 April 2006, produce text for Spring edition of NAS bi-annual Newsletter; text for Autumn edition to be with designers by 15 September 2006;
- c. By December 2006, develop and deliver a joint school workshop with Historic Scotland at Edinburgh Castle on *Mary Queen of Scots*;
- d. By 31 December 2006, in conjunction with PRB, organise event(s) to mark the 60th anniversary of the foundation of the NRAS;
- e. By 31 December 2006, complete NAS contribution to Scottish Parliament's Festival of Politics on Women in Politics/Suffragettes;
- f. By 31 March 2007, develop 2 school workshops, *The Jacobites* and *WW2*, based on the SAfS resources;
- g. By 31 March 2007, establish licensing regime for re-use of library images, including images not owned by NAS;
- h. By 31 March 2007, arrange programme of 6 inreach talks, and make these available to NAS readers and staff;
- i. By 31 March 2007, produce report on NAS records held by Dumfries and Galloway Archives under charge and superintendence, listing records held and examining conditions of storage;
- j. By 31 March 2007, review and catalogue on CALM the backlog of books in the Law series.

5.5 Performance targets and workload measures

1. Deliver 12 specialist talks/workshops on the NAS to university under-graduates and post-graduates; 12 talks to family history groups and 12 education workshops to teachers and pupils.
2. Answer 95% of education and media enquiries within 20 working days.
3. Answer 95% of copyright enquiries within 20 working days.
4. Answer 100% of OSB FOI and DP enquiries within 20 working days.

SECTION 6 – ACCOMMODATION SERVICES

6.1 Function

To support the work of the NAS by arranging the supply of appropriate accommodation for the records, customers and staff.

6.2 Aims

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

To retrieve archive material for customers and staff in line with agreed service level targets.

6.3 Key business objectives for 2006-07

- i. By 30 June 2006, complete the revised Business Case for the proposed new TTH2 building. Significant milestones during the course of the year will be:**
 - design specification completed by 1 April 2006;
 - revised costings completed by 30 April 2006;
- ii. By 31 July 2006, ensure that (up to 15) contracts have been let and works completed, so that the Register House centre accommodation meets all health and safety requirements. This action is required as a result of the main contractor for the original works going into receivership in March 2006, leaving major areas of work incomplete;**
- iii. By 30 September 2006, ensure that the contract to complete the refurbishment programme for the Scottish Family History Service is let and the revised programme of works agreed.**

6.4 Other objectives for 2006-07

- a. By 30 June 2006, produce Environment and Sustainable Development Policy document, for submission to Senior Management;
- b. By 31 August 2006, ensure upgrade to WRH disabled toilet is completed;
- c. By 31 October 2006, complete shelving upgrade for TTH archive store 2A, and by 31 March 2007, investigate, with recommendations, the usage and refurbishment options for TTH archive store 2C.

6.5 Performance targets and workload measures

1. In 2006-07, achieve a reduction in NAS energy consumption by 2½% compared with 2005-06 levels.
2. In conjunction with CSB, ensure that 45,738.41 metres of storage accommodation complies with BS5454 environmental limits, staying within 5% of limits for 98% of the days in 2006-07.
3. Ensure that all public search rooms are cleaned before 09.00 hours each day.
4. Ensure the tearoom is cleaned by 09.45 hours each day and that the offices, corridors, and toilets are cleaned efficiently to minimise disruption to staff.

SECTION 7 - FINANCE AND ADMINISTRATION

7.1 Function

To support the work of the NAS by providing human resources, finance and procurement services, in liaison with the appropriate Scottish Executive Divisions. (The Principal Finance Officer and Principal Establishment Officer for the Scottish Executive (SE) are also PFO and PEO for the NAS.) 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.

7.2 Aims

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

To assist budget centre managers in planning and monitoring of budgets and to co-ordinate all finance, procurement and personnel-related activity, ensuring prompt and proper discharge of NAS's 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 SE 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 (FWH), sick leave, overtime, etc.) are consistent across the NAS and in line with SE rules.

7.3 Key business objectives for 2006-07

- i. By 12 April 2006, (2 days before), and at each subsequent quarter, provide the required financial monitoring information for NAS Management Board and by 19 April 2006, (1 week before), and at each subsequent quarter for Governance meetings;**
- ii. By 18 April 2006, provide first draft of 2006-07 Budget for consideration of the Management Board;**
- iii. By 31 May 2006, issue updated instructions for operation of the FWH system;**
- iv. By 30 June 2006, review and reconcile all fixed assets against those held on the 'Britannia' database;**
- v. By 30 November 2006, ensure that all financial processes and procedures are in place and fully tested to allow opening of the ScotlandsPeople centre;**

- vi. **By 31 December 2006, review fees and charges and prepare a report to be submitted to the January 2007 Management Board meeting.**

7.4 Other objectives for 2006-07

- a. By 15 April 2006, (and each subsequent month), provide Branch Heads with previous month's expenditure monitoring reports;
- b. By 31 May 2006, review use of Government Procurement card and NAS credit/debit card services provider, with a view to increasing the scope and use of the card for NAS purchases;
- c. By 30 June 2006, complete review of shelving procurement exercise for TTH, to establish planning basis of subsequent phase, in conjunction with key partners;
- d. By 30 September 2006, review options of integrated flexi system, in conjunction with GROS, as preparation for the SFHS joint working arrangements;
- e. Ongoing, within 6 weeks of receipt of audit reports, provide substantive responses to action points.

7.5 Performance targets and workload measures

- 1. Ensure 98% of payments made within 30 days of receipt of goods and invoice, or within other terms as agreed.
- 2. Purchasing:
 - Routine purchases: on receipt of approved requisitions, place order within 3 days;
 - Sealed bid or OJEC procedures: on receipt of approved requisitions, agree outline procurement timetable with the requisitioner within 5 days.
- 3. Complete monthly debtor review within 2 weeks of month end, to ensure debtor management is effective.
- 4. Flexible Working Hours:
 - Process FWH updates within 2 working days of their receipt in FAB;
 - Create and issue weekly reports each Tuesday;
 - Create and issue period-end reports within three working days.
- 5. Reconcile attendance management reports from SE HR, within 2 weeks of receipt of information, to ensure that details are accurate.
- 6. Produce the monthly staffing return for Branch Heads by the 5th working day of the following month.

SECTION 8 – INFORMATION AND COMMUNICATIONS TECHNOLOGY

8.1 Function

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

8.2 Aims

To develop the NAS's 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 that will give staff and customers full access to all relevant systems and data.

8.3 Key business objectives for 2006-07

IT infrastructure and applications

- i. By 13 April 2006, implement RAC Search Tool;**
- ii. By 30 April 2006, implement remote access to office systems for the NAS;**
- iii. By 30 August 2006, install 150 PCs as well as a large number of printers for ScotlandsPeople and ensure that inter-building communications links between NRH and GRH are established;**
- iv. By 31 March 2007, establish the infrastructure underpinning the development of the Digital Data Archive (DDA);**

Online resources

- v. By 30 April 2006, implement systems for creating way points within the Kirk Session series;**
- vi. By 30 June 2006, sign agreement with GSU to digitise the historical sasines;**
- vii. By 31 March 2007, complete church records digitisation project;**
- viii. By 31 March 2007 complete 25% of Midlothian sasines digitisation for the RAC project;**

Digital Access

- ix. By 30 October 2006, upgrade CALM to version 7 (EAD) for both the NAS and SCAN sites;**
- x. By 31 December 2006 implement systems for digitising projects for external and internal customers. Likely external projects include the Roman Catholic parish registers and Aberdeen City Council registers ;**
- xi. By 31 January 2007 Integrating CALM and the OPACs with the new Electronic Ordering System (EOS).**

8.4 Other Objectives for 2006-07

IT infrastructure and applications

- a. By 30 September 2006, review the printing facilities in NAS and prepare a report for the ISPG;**

- b. By 31 October 2006, produce a technical paper recommending the steps necessary to implement a NASnet 2 desktop configuration, incorporating the latest operating system, security and other relevant configurations;
- c. By 31 March 2007, develop upgraded browser-based versions of the *Transmissions* and *Records Locations* business systems;
- d. By 31 March 2007, implement an electronic system of Change & Version control;

Online resources

- e. By 30 September 2006, complete survey of existing remote kirk session indexers and implement system for delivering way-pointing to the m as an alternative to indexing;
- f. By 31 December 2006, add three tutorials to the Scottish Handwriting website;
- g. By 28 February 2007, produce a web-enabled version of Virtual Volumes;

Digital Access

- h. By 30 November 2006, upgrade Solemn database system;
- i. By 31 March 2007, ensure that technical advice has been given as necessary to assist with the development of the Digital Image Library;
- j. By 31 March 2007, convert the SCAN website to a database driven website (associated with i. above).

8.5 Performance targets and workload measures

1. Achieve network availability of 98.5% between the hours of 08:30-17:00 hours and 99% availability outwith these times during office opening hours (excepting planned maintenance of no more than 1 hour per month in core time and 2 hours per month in non-core time).
2. Respond to requests for updates for NAS website and *theOracle* within 3 working days.
3. Create a new document of the month area on the NAS website, incorporating the content provided by the On-line Resources Team, within 10 working days of receipt of the content.
4. Respond to calls to the Help Desk within the specified target response times, attaining 97% compliance, and to RFCs within 5 working days of a request being logged.
5. Answer testaments enquiries from www.scotlandspeople.gov.uk within 3 days of receipt.
6. Obtain **X** unique visitors and **Y** visits to NAS websites (including SCAN, SH and SD), (X per quarter); obtain **X** unique visitors and **Y** visits to NAS online education pages; obtain **X** unique visitors and **Y** visits to NAS online record keeping pages; obtain **X** online cataloguing accesses.
7. A3 digitiser to produce 3500 images per month.

SECTION 9 – CONSERVATION SERVICES

9.1 Function

To ensure the physical well-being of NAS holdings and support the work of other branches with their responsibilities for the care of the records.

9.2 Aims

To store NAS holdings in compliance with modern archival standards.

To provide conservation services mainly for NAS holdings.

To work with ASB in acting as a centre of expertise on conservation and preservation issues.

To advise on conservation aspects of charge and superintendence arrangements.

To achieve the highest possible storage density while meeting accepted archival standards.

9.3 Key business objectives for 2006-07

- i. By 30 June 2006, have integrated the archive attendant service at TTH and records location function into the branch;**
- ii. By 30 September 2006, have established the box making service in NAS so that all in-house requirements are being met;**
- iii. By 30 November 2006, complete review of and commence training on NAS Disaster Contingency Plan;**
- iv. By 31 December 2006, undertake preliminary survey to inform the following proposed digital programmes: pre-1900 Roman Catholic parish registers, related series of cemetery records and records of the Bishopric of the Forces and Sasine Registers 1780-1871;**
- v. By 31 January 2007, develop a policy on the long term storage of photographic collections held by NAS;**
- vi. By 28 February 2007, submit first draft of a preservation policy to Management Board.**

9.4 Other objectives for 2006-07

- a. By 30 September 2006, complete next phase of repackaging and storing of glass photographic collections in high density storage to conservation standards;
- b. By 31 March 2007, in consultation with OSB, plan for exhibitions on Union of Parliaments and Suffragettes;
- c. By 31 March 2007, deliver 10 training events on records handling, both for NAS staff and others (eg GSU) involved in digitisation projects as well as refresher and induction seminars for other staff;
- d. Ongoing, provide input to external collaborative projects and build on existing and ongoing partnerships with external organisations, in order to inform the most effective ways of ensuring the long term stability of the historic collections within our care;

- e. Ongoing, support ORT in church records digitisation project by provision of conservation treatment and re-housing of church records currently out-housed.

9.5 Performance targets and workload measures

1. Complete sealing of Letters Patents and all sealing requirements of the Great Seal, within 24 hours of receipt into NAS.
2. Package sensitive photographic collections for CLRB within 3 weeks of referral to CSB staff.
3. Commence work on unbound RD23 and DI9 records within 10 working days of receipt into CSB.
4. Deal with readers' requests for digital imaging, which require conservation treatment, within 3 working days of receipt.
5. In conjunction with ASB, ensure that 45,738.41 metres of storage accommodation complies with BS5454 environmental limits, staying within 5% of limits for 98% of the days in 2006-07.

SECTION 10 - READER SERVICES

10.1 Function

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

10.2 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 topographical plans and architectural and technical drawings.

10.3 Key business objectives for 2006-07

- i. By 19 May 2006, to have managed the refurbishment and upgrading of the public search room facilities in WSR, as part of the follow-up to the Users Survey;**
- ii. By 31 July 2006, complete preliminary investigations into scope and content of Valuation Rolls;**
- iii. By 31 August 2006, to have managed the move of the Legal Search Room from the Dome to the Robertson Wing in GRH whilst minimising disruption and maintaining services;**
- iv. By 30 December 2006, investigate the impact of the electronic ordering system and the RAC project on the functions of the Legal Search Room and to produce a strategy paper for consideration by NAS Senior Management.**

10.4 Other objectives for 2006-07

- a. By 30 June 2006, complete the revision of the existing templates/shell letters;
- b. By 30 September 2006, complete the re-cataloguing of the original negatives RH4 church records which is phase 2 of the microfilm re-cataloguing project;
- c. By 30 March 2007, participate in project lead by PRB, to make recommendations for enhanced guidance on OPAC;
- d. By 31 March 2007, revise the staff guidance on using records in the 'legal search room' with a view to starting a training programme in April 2007;
- e. By 31 March 2007, develop a training programme for the curatorial and administration staff in the search rooms, to start in April 2007;
- f. By 31 March 2007, deliver eight public talks over the year on family and local history sources.

10.5 Performance targets and workload measures

1. Produce replies to 95% of general enquiries within 20 working days.

2. Ensure that replies to 100% of FOI, DP and EIR enquiries are produced on time, to comply with current legislation.
3. Produce 92.5% of extract orders within 4 working days
4. Produce 90% of quick copies in the Legal Search Room within 24 hours.
5. 95% of paper copies ordered in the Historical and West Search rooms, to be ready for collection or posting within 72 hours.
6. 95% of paper copies for remote enquiries in the Historical and West Search rooms to be ready for collection or posting within five days of receipt of payment.
7. Speed of productions to readers from the same building
 - Produce 95 % of records within 30 minutes.
8. Speed of productions to readers from another building
 - Produce 92.5% of records ordered by 3pm one day, for 11 am the next day.
9. Create 600 new catalogue entries for plans (ref RHP) for year 2006-07.
10. Maintain 12,000 reader daily visits to NAS search rooms during 2006-07.

SECTION 11 – THE DEVELOPMENT CENTRE

Background

Training and development in NAS is administered by the Development Centre (DC), based at Ladywell House, under a joint working arrangement with the General Register Office for Scotland.

11.1 Function

To support the work of the NAS by providing training and development facilities and advice on project management.

11.2 Aims

To arrange training and development opportunities for staff.

To arrange customised induction for new staff.

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

To co-ordinate the British Computer Society Professional Development Scheme for IT specialist staff and advise on a development scheme for archivist and conservator staff.

To provide internal consultancy to staff on request, on e.g. HR/development matters.

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

11.3 Key business objectives for 2006-07

- i. By 30 April 2006, to launch the Framework for the Continuing Professional Development of Archivists and to take first steps to ensure buy-in from the profession to take this forward for the benefit of the NAS;**
- ii. By 30 June 2006, to lead a small working group and make recommendations to NAS senior management about improvements that could be made to improve staff satisfaction levels;**
- iii. By 31 July 2006, discuss with branch heads and seek and scrutinise completed learning plans from all staff to enable timely and appropriate training opportunities to be arranged;**
- iv. By 31 December 2006, run effective management programmes for line managers in NAS;**
- v. By 31 March 2007, arrange for accreditation for the NAS Digital Imaging Unit.**

11.4 Other objectives for 2004-05

- a. By 31 May 2006, produce a report evaluating the training and development undertaken by NAS staff in the previous year;

- b. By 31 August 2006, organise stress awareness management courses to help managers and staff become aware of potential stress factors and ways of avoiding/mitigating them;
- c. By 31 August 2006, arrange seminars on Sustainable Development for staff to raise awareness of the issues and what staff need to do;
- d. By 31 August 2006, relaunch ECDL and launch ECDL Advanced to help raise the level of IT competence in the NAS;
- e. By 30 September 2006, run attendance management seminars in conjunction with HR, so that staff are aware of the procedures and line managers take their responsibilities seriously;
- f. By 30 September 2006, organise training on “Dignity at Work” so that staff are aware of what constitutes bullying and harassment and are aware of their responsibilities;
- g. By 31 March 2007, organise 4 lunchtime seminars (to run as part of a wider programme of NAS seminars) to increase staff awareness of NAS projects and initiatives and to provide the opportunity to learn about subjects of wider SE or other interest, including Scotland’s Health at Work (SHAW);
- h. By 31 March 2007, promote health and fitness among staff by achieving the SHAW silver award. (We will also take appropriate actions to maintain the Bronze award);
- i. By 31 March 2007, create 3 fact sheets on topics of interest so that staff have easy access to hints and tips on a variety of subjects which are helpful to them in their daily work.

11.5 Performance Targets and Workload Measures

Learning Plans

- Personal Learning Plans to be requested from each member of staff who has learning needs (aim for 75% return rate)
- Arrange training by date specified by staff member (approximately 100 per annum)
- Arrange and run essential corporate training events (approximately 10 per annum)

Inductions

- Customised induction for each new entrant – checklist and evaluation completed for each and aim to have forms returned to the Development Centre within 4 weeks of start date
- Tours of GRH, WRH and TTH to be held at least twice a year

Evaluation

- Personal Learning Logs to be requested for each major piece of learning (“happy sheets”) within one week of learning; more detailed evaluation at approximately 3 months

ECDL

- Aim for 2 staff to achieve at least 2 modules during 2006-07
- Aim for 2 staff to achieve full licences by 31 March 2007

SECTION 12 – SENIOR MANAGEMENT

12.1 Function

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

12.2 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 Executive (Constitution and Parliamentary Secretariat).

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 Executive on records and information policy.

12.3 Key business objectives for 2007-08

- i. By 30 June 2006, submit the detailed Business Case for TTH2 to Ministers;**
- ii. By 28 February 2007, hold bilateral meetings with Branch Heads; by 7 March consult Scottish Executive; and by 31 March produce the Corporate Plan for 2007/08 to 2009/10;**
- iii. By 31 March 2007, ensure implementation of a marketing strategy, linked to the outreach programme, in order to raise the public profile of NAS and develop new revenue streams;**
- iv. By 31 March 2007, ensure that changing demand from legal and family history customers is met and quality of service, both online and onsite, is maintained or improved;**
- v. By 31 March 2007, achieve further improvement in the annual rate of sickness absence in NAS;**
- vi. By 31 March 2007, achieve increased engagement by staff throughout the office, as reflected in the annual survey .**

12.4 Other objectives for 2007-08

- a. Arrange meetings: quarterly with Governance Board, Management Board, Information Systems Planning Group, Local Partnership Board: three times a year with Audit Committee: monthly with Branch Heads and fortnightly with Senior Management.
- b. One week before each quarterly Governance meeting, ensure that all papers are delivered to our SE sponsors;
- c. Represent NAS and Scottish archives on national and international bodies, including the Society of Archivists and the International Council on Archives.

12.6 Performance targets and workload measures

1. Respond to customer complaints in 10 working days.
2. Ensure NAS responds to Freedom of Information enquiries within the deadlines specified in the legislation (20/30 days).
3. Ensure number of days lost per member of staff through sickness does not exceed 10.5 and the average number of spells of absences per staff member does not exceed 2 days, during 2006-07.
4. Hold 6 'Keepers' meetings during the year open to all staff and with at least one held in each building.

PART 3 - GLOSSARY

ASB	Accommodation Services Branch
BS5454	British Standard: Recommendations for the storage and exhibition of archival documents
CALM	Software used in the cataloguing of archives
CLRB	Court and Legal Records Branch
CSB	Conservation Services Branch
DDA	Digital Data Archive
DP	Data Protection
EAD	Electronic Archival Description
ECDL	Electronic Computer Driving Licence
EDRM	Electronic Document Records Management
EIR	Environmental Information Regulations
EOS	Electronic Ordering System
ERDM	Electronic Records Document Management
FAB	Finance and Administration Branch
FOI	Freedom of Information
FWH	Flexi Working Hours
GRB	Government Records Branch
GRH	General Register House
GROS	General Register Office for Scotland
GSU	Genealogical Society of Utah
HMC	Historical Manuscripts Commission
ICTB	Information and Communications Technology Branch
ISPG	Information Systems Planning Group
NAS	National Archives of Scotland
NRAS	National Register of Archives for Scotland
NRH	New Register House
OPAC	Online Public Access Catalogue
OPSI	Office of Public Sector Information
ORT	Online Resources Team
OSB	Outreach Services Branch
OSIC	Office of the Scottish Information Commissioner
PD0008	British Standards Institution Code of Practice concerned with the 'Legal Admissibility and Evidential Weight of Information Stored Electronically'
PRB	Private Records Branch
RAC	Registers Archive Conversion
RFC	Request for Change
RoS	Registers of Scotland
RSB	Reader Services Branch
SAfS	Scottish Archives for Schools
SCAN	Scottish Archive Network
SCS	Scottish Court Service
SD	Scottish Documents website (www.scottishdocuments.com)
SE	Scottish Executive
SFHS	Scottish Family History Service
SH	Scottish Handwriting website (www.scottishhandwriting.com)
SHAW	Scotlands Health at Work
SRAC	Scottish Records Advisory Council

theOracle The NAS intranet
TLFA Top Level Finding Aid
TTH Thomas Thomson House
TTH2 Thomas Thomson House extension
WRH West Register House