THE NATIONAL
ARCHIVES OF SCOTLAND

Corporate Plan

2008-09 to 2010-11

PART 1 – THE CONTEXT

PART 1 – THE CONTEXT

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. Following the 2007 election, ministerial responsibility for NAS passed to the Minister for Europe, External Affairs and Culture.

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 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. 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.

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 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 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. Related Organisations

The Scottish Council on Archives (SCA)
SCA is a voluntary membership body representing archivists, owners and users of archives. The NAS is not a member, but supports the work of SCA in promoting Scottish archives. In 2008-9 the SCA will receive funding from the Scottish Government and will employ full time staff for the first time. NAS has agreed to provide office space and some infrastructure to the SCA for a limited period while it gets established.

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.

5. 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 publicit
▪ Welfare, Counselling and Employee Assistance	▪ Procurement advice
▪ Legal Services	

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;
▪ Telephone 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.

6. National Outcomes and the NAS

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 will boost 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.

7. NAS Strategic View

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 work of the National Archives of Scotland supports the Scottish Government's strategic objectives by improving public services, contributing to economic growth, strengthening a sense of national identity and providing material for learning.

Our family history service on the web and in the new ScotlandsPeople centre reaches out to the Scots diaspora and promotes tourism in the run up to Homecoming 2009. (Wealthier and fairer; Smarter)

Our work on the Tartan Register promotes an iconic Scottish symbol, and helps support the Scottish weaving industry in a highly competitive world. (Wealthier and fairer)

Our work to digitise records makes them available to our customers more quickly and cheaply and contributes to better government. (Wealthier and fairer, Smarter)

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. (Wealthier and fairer; Smarter)

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. (Safer and stronger)

Our education services engage with school and other learners, and support development of the new curriculum. By providing the raw material for Scottish history study, we also strengthen civic and national identity. (Safer and stronger; Smarter).

8. Key Performance Indicators

The key Performance Indicators for 2008-9 are given in the following table:

No.	Measure	Target 2008-9
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

PART 2 – THE PLAN

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 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.

1.3 Key Strategic Objective for 2008-2011

i. Review state of public records legislation in consultation with outside bodies and lead development of future NAS digital preservation policy in conjunction with Scottish Government and other public bodies ensuring a new digital access solution.

1.4 Key Business Objectives for 2008-09

1. By 31 December 2008, develop policy options on public records legislation for ministers in light of review and in consultation with outside bodies.

2. Selection Policy

By 30 June 2008:
a) Revise existing NAS selection policy for Scottish Government paper records to reflect change from provenance based appraisal to macro appraisal model;

By 31 March 2009:
b) Conduct comparative study of selected Scottish Government business area with high eDRM user compliance, to assess quality and continuity of the records created between paper and e-files;

3. Managing Our Digital Records Project

By 31 March 2009:
a) Introduce new NAS common drive (revised G:drive) to achieve corporate-wide information sharing and storage within the agreed File Plan structure, and de-commission old G:drive.
b) Establish training programme for all NAS staff in operation and use of the new e-file system.

4. Digital Preservation

By 31 March 2009:
a) Implement live running of the NAS Digital Data Archive, including:
▪ Input of GRB legacy data;
▪ Training of GRB curatorial and administrative staff DDA users;
b) Lead scoping study for future DDA development, including input towards development of 'Access' procedures;
c) Participate in Scottish Government –Information Management Unit e-records sustainability projects.

1.5 Performance Targets

a) Create 45,000 new catalogue entries.
b) Appraise 650 linear metres of Scottish Government, Scottish Parliament and government agency files.
c) Catalogue and process 100 metres of records from GRB legacy collections.
d) Ensure 98% of retransmission request are met within 2 working days of receipt.

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.

2.3 Key Strategic Objectives for 2008-2011

i. Develop a selection policy for all court and legal records to make transparent the principles guiding selection and use this to inform detailed record schedules for our major court and legal depositors.

ii. Achieve agreed cost-effective reductions of CLRB's holdings (see key business objective 2 below).

2.4 Key Business Objectives for 2008-2009

1. By 31 March 2009, build on the success of liaison with stakeholder bodies during 2007-8 and especially use the newly established Lord President's Experts Group on Records to:
- promote good records management and raise the profile of the NAS within these organisations, e.g. including gaining a place on the COPFS records management project board.
- improve their preparation of records for transmission to NAS, and the quality of the information accompanying transmissions, including the provision of an electronic transmission list to accompany the transmission of 1998 High Court records.

2. By 31 March 2009, undertake a review of selected record series to establish scope for reducing CLRB's holdings and produce firm proposals for consideration by the NAS Management Board; including identifying any series which could be candidates for tidying, weeding or disposal (either by destruction or by moving to another archive), and any series we could stop

taking in altogether, and estimating any potential savings against the cost of undertaking this work.

3. By 31 March 2009, work with ICT to enable them to produce a technical specification for the redesign of the Solemn database, widening its scope to allow the addition of Sheriff Court and early High Court material to the current 19th and 20th century data and to tie in with the new NAS OPAC.

4. By 31 March 2009, process regular transmissions of records from the High Court, Crown Office, Court of Session, Sheriff Courts, Registers of Scotland and Accountant in Bankruptcy within timescales set out in branch performance targets and operational objectives.

5. By 30 October 2008, work with ICT to complete the underlying work to support the launch and running of a new National Register of Tartans.

2.5 Performance Targets

a) Create 38,000 new catalogue entries for the NAS OPAC.
b) Create 1,200 new entries for database of Crown Office records.
c) Achieve space saving of 90 metres from new transmissions and existing record holdings following re-review.
d) 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.
e) Catalogue 98% of court records within 12 months of accession.

3. PRIVATE RECORDS BRANCH

3.1 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.

3.2 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 out with the NAS (in particular to private owners) and promote public access to them.

3.3. Key Strategic Objectives for 2008-2011

i. Develop the content and data quality of the NAS OPAC in line with the performance targets.

ii. Working with other national collections in Scotland and elsewhere, develop future policy in relation to private records in Scotland and achieve ministerial agreement to this.

3.4 Key Business Objectives for 2008-2009

1. By 31 December 2008, update the guidance on the use of personal/family/corporate name authority records in line with international standards for use in NAS, NRAS and SCAN OPACs.

2. By 31 March 2009, establish a prioritised programme for editing entries imported from STATUS and upgrade entries at agreed pace in line with performance targets.

3. By 31 March 2009, quantify all major GD and other collections without proper fonds-level descriptions, establish listing programme and upgrade entries at agreed pace in line with performance targets.

4. By 31 December 2008, devise a questionnaire and circulate to ethnic organisations to assess their archival holdings in order to extend our knowledge of archives held by groups not previously included in the Register.

5. By 31 March 2009, develop policy towards major private collections of national significance that may be vulnerable.

3.5 Performance Targets

a) Create 8,000 new catalogue entries for 2008/9.
b) Edit and upgrade 7,000 entries imported from STATUS.
c) Load 10,000 entries from NAS paper catalogues not on e-Cat for the year 2008-2009.
d) Create 20 fonds entries per quarter for major GDs in NAS OPAC.
e) Load 3,500 entries from new NRAS surveys provided by outside bodies and from old unconverted surveys for the year 2008-2009.
f) Answer 95% of NRAS enquiries within 20 days.
g) Edit and enter all SCAN updates within one month of receipt, through 2008-2009.

4. OUTREACH SERVICES BRANCH

4.1 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.

4.2 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.

4.3 Key Strategic Objectives for 2008-2011

i. Reassess the status of all charge and superintendence records in Scotland and inspect 50% of the holding archives.

ii. Work with educational organisations to develop a major programme for Scottish schools and achieve a demonstrable increase in access to NAS material.

4.4 Key Business Objectives for 2008-2009

1. By 25 January 2009, in partnership with GROS, ScotlandsPeople, and NAS branches, complete content and design for 'Famous Scots' exhibition, as NAS contribution to Year of Homecoming 2009.

2. By 31 March 2009, complete videoconferencing pilot project and evaluation and review of future plans, to extend access to NAS education services across Scotland.

3. By 31 March 2009, expand the online image library with a further 600 copyright-cleared images and achieve sales representing 10% of NAS content.

4. By 31 March 2009, answer 50 media enquiries by facilitating filming, photography and provision of images of NAS documents and services, in order to raise NAS profile.

5. By 31 March 2009, inspect three archives holding charge and superintendence records, to audit compliance with draft proper arrangements and check accuracy of NAS finding aids.

4.5 Performance targets

a) Deliver 10 specialist talks/workshops on the NAS to university under-graduates
and post-graduates; and a maximum of 20 education workshops to teachers and pupils.
b) Answer 95% of education and media enquiries within 20 working days.
c) Answer 95% of copyright enquiries within 20 working days.
d) Provide response to 95% non-standard enquiries for ScotlandsImages.com within three working days.
e) Answer 100% of OSB FOI and DP enquiries within 20 working days.
f) Accession and catalogue all new library material within 5 working days

5. ACCOMMODATION SERVICES BRANCH

5.1 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.

5.2 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.

5.3 Key Strategic Objective for 2008-2011

i. Secure ministerial agreement for NAS' long term accommodation requirements.

5.4 Key Business Objectives for 2008-2009

1. By 31 May 2008, complete the GRH part of the refurbishment programme for the Scottish Family History Service, and by 31 October 2008 complete negotiations with the Principle Contractor ROK and other contractors employed on this project regarding settlement of final accounts.

2. By 30 September 2008, review the NAS Sustainability policy in association with our Environmental Guardians and submit for Senior Management approval.

3. By 31 December 2008, work with senior management to complete the business case for additional proposed archival storage accommodation.

5.5 Performance Targets

a) In 2008-2009 achieve a reduction in NAS energy consumption by 1.5 % compared with 2007-2008 levels.
b) 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 2008-2009.
c) Ensure that all public search rooms are cleaned before 9:00 am each day.

d) Ensure that the staff rest rooms are cleaned by 09:45 each day and that the offices, corridors, and toilets are cleaned efficiently to minimise disruption to staff.

6. FINANCE AND ADMINISTRATION BRANCH

6.1 Function

To support the work of the NAS by providing in liaison with the appropriate Scottish Government Directorates covering 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.

6.2 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 SG 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 SG rules.

6.3 Key Business Objectives for 2008-2009

1. By 25 April 2008, and at each subsequent quarter, provide the required financial monitoring information for NAS Management Board meetings.

2. By 30 May 2008, ensure that financial processes and procedures are in place for the NAS interaction with partners for the ScotlandsPeople centre.

3. By 30 June 2008, review and rationalise where appropriate all fixed assets held on the 'Britannia' database.

4. By 30 September 2008, agree with GROS a joint strategy for procuring maintenance contracts for all organisations.

5. By 31 March 2009, manage the NAS Budget to ensure that final expenditure is within 3% of revised provision.

6.4 Performance Targets

a) Ensure 98% of payments made within 30 days of receipt of goods and invoice, or within other terms as agreed.
b) Purchasing:
▪ Routine purchases: on receipt of approved requisitions, place order within 3 days;
▪ Sealed bid or OJEC procedures: on receipt of approved requisitions, agree draft outline procurement timetable with the requisitioner within 5 days.
c) Complete monthly debtor review within 2 weeks of month end, to ensure debtor management is effective.
d) 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
e) Reconcile attendance management reports from SE HR, within 2 weeks of receipt of information, to ensure that details are accurate.
f) Produce the monthly staffing return for Branch Heads by the 5th working day of the following month.

7. INFORMATION AND COMMUNICATIONS TECHNOLOGY

7.1 Function

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

7.2 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 that will give staff and customers full access to all relevant systems and data.

7.3 Key Strategic Objective for 2008-2011

i. Carry out a fundamental review of the key IT systems across NASnet, with the aim of establishing a formal ICT Strategy.

7.4 Key Business Objectives for 2008-2009

1. By 30 September 2008, ensure all data capture for phase 1 of the Valuation Rolls project has been completed and systems have been implemented for creation of the index and main database by 31 December 2008.

2. By 30 September 2008, design and develop the new Scottish Register of Tartans website and applications systems to allow public launch by 1 November 2008.

3. By 31 March 2009, complete digitisation of a further 15,500 (7,000 TTH Evening Shift, 4,000 TTH FamilySearch, 2,500 GRH Evening Shift, 2,000 DIU) sasine volumes for the RAC project to ensure the critical mass is reached to allow access through Registers Direct.

4. By 31 March 2009, to have in place systems to allow live running of the NAS Digital Data Archive.

5. By 30 June 2008, implement and sign off the range of IT service management systems and procedures for the ScotlandsPeople Centre, including the underpinning Helpdesk service mechanisms.

7.5 Performance Targets

a) Achieve network availability of 98.5% between the hours of 08:30-17:00 hours and 99% availability out with 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).
b) Respond to requests for updates to NAS websites and hosted websites within 3 working days.
c) Obtain 1 million visits (excluding visits by search engine robotic crawlers) to NAS websites, including SCAN, Scottish Handwriting, Scottish Archives for Schools and Scottish Documents in 2007-8 (250,000 per quarter).
d) 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.
e) 47,520 images will be produced each month by DIU for the legal work.

8. CONSERVATION SERVICES

8.1 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.

8.2 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 Executive 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 PAS and Benchmark audits to enhance national knowledge.

8.3 Key Strategic Objective for 2008-2011

i. To work with internal and external stakeholders to effect a significant improvement in the physical wellbeing (as measured in storage conditions and preservation needs assessments) of Scotland's archive collection.

8.4 Key Business Objectives for 2008-2009

1. By 30 November 2008, in association with RSB, establish long term plan for record location following renovation work for ScotlandsPeople Centre, including by 30 September 2008, completing the re-migration of records to the Matheson Dome in compliance with relevant standards and professional advice.

2. By 31 December 2008, with ICT colleagues, implement service for NAS staff to order boxes online.

3. Until 31 March 2009, maintain support to Valuation Roll external digitisation programme ensuring batches are prepared for despatch 24 hours in advance of contractor's requirement and returned to store within 36 hours of receipt back in NAS.

4. Until 31 March 2009, ensure all HIGH priority requests for access to records marked Unfit for Production are dealt with on a monthly basis.

5. Until 31 March 2009, work with OSB to carry out inspection of three archives holding Charge and Superintendence records, in order to audit compliance with appropriate standards.

8.5 Performance Targets

a) Complete sealing of letters patent and commissions and all sealing requirements of the Great Seal within 24 hours receipt into NAS.
b) Package all sensitive photographic collections for CLRB within 3 weeks of referral to CSB.
c) Complete all processes for 12 volumes of RD23 and DI9 records within 5 days.
d) Respond to search room requests for digital imaging and ensure RSB staff remain updated on progress within 3 working days of receipt of request.
e) Produce 92.5% of records ordered by readers from GRH and WRH by 3pm one day by 11am the next.
f) NAS van achieving target timetable 95% of the time.

9. READER SERVICES BRANCH

9.1 Function

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

9.2 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

9.3 Key Strategic Objective for 2008-2011

i. Formulate a strategy for onsite access to records for historical customers, following the transfer of most legal services to Registers Direct, and ensuring seamless integration with the ScotlandsPeople Centre and NAS online services, including a review of opening hours.

9.4 Key Business Objectives for 2008-2009

1. By 30 June 2008, complete a review of fees and charges in tandem with FAB and DIU and make recommendations to NAS Management Board.

2. By 30 November 2008, in association with CSB, establish long term plan for record location following renovation work for ScotlandsPeople Centre.

3. By 31 October 2008 submit a plan for the integration of the Legal and Historical Search Rooms to the NAS Management Board.

4. By 31 July 2008, review NAS policy on digital imaging and present proposals to Management Board.

5. By March 2009, plan and implement a survey of onsite customers in order to inform future policy.

9.5 Performance Targets

a) Produce replies to 95% of general enquiries within 20 working days.
b) Produce 90% of quick copies in the Legal Search Room within 24 hours.
c) Speed of productions to readers from the same building:
▪   Produce 95% of records within 30 minutes.
d) Speed of productions to readers from another building:
▪   Produce 92.5% of records ordered by 3pm one day, for 11am the next.

10 THE DEVELOPMENT CENTRE

10.1 Background

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

10.2 Function

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

10.3 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) and ECDL Advanced 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 (eg Scotland's Health at Work, Investors in People, Employee Survey).

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.

10.4 Key Business Objectives for 2008-2009

1. By mid June 2008, to agree with Branch Heads the strategic learning needs of their teams to inform planning.

2. By 30 June 2008, to review completed learning plans from staff to enable appropriate learning opportunities to be arranged individually and corporately, as required.

3. By 31 July 2008, to review and update the NAS Welcome Pack to ensure the information is accurate and user-friendly.

10.5 Performance Targets

Learning Plans
- Personal Learning Plans (incorporating learning evaluation) to be requested from each member of staff who has learning needs and from all staff who have attended a learning event (aim for 75% return rate).
- Arrange training by date specified by staff member (approx 100 per annum).
- Arrange and run corporate training events (approx 10 per annum).

Inductions
- Arrange customised induction/induction seminar for each new entrant – checklist/evaluation to be completed and returned to the DC within 4 weeks of start date (approx 20 per annum).
- Tours of GRH, WRH and TTH to be held twice a year.

ECDL
- Aim for 2 staff to achieve at least 2 modules during 2008-2009.
- Aim for 3 staff to achieve full licenses by 31 March 2009.
- Aim for 1 member of staff to complete 1 Advance module during 2009.

11 SENIOR MANAGEMENT BRANCH

11.1 Function

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

11.2 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 Executive on records and information policy.

11.3 Key Strategic Objectives for 2008-2011

i. Ensure that plans and adequate funding are in place to secure NAS long term accommodation for the following twenty years.

ii. Ensure that NAS core aims and functions are continued in the context of the reform of the public sector.

iii. To build upon existing successful projects with GROS, ROS etc and establish new strategic partnerships with these and other bodies.

11.4 Key Business Objectives for 2008-2009

1. Revise the business case for new accommodation and submit to Ministers by 31 March 2009.

2. Ensure that the ScotlandsPeople Centre opens in July 2008 and that customer numbers exceed previous levels by December 2008.

3. By 31 March 2009, achieve further improvement in the annual rate of sickness absence in NAS.

4. Work with RCAHMS (or any successor body) to develop a web-delivered service providing access to data on Scottish localities, complementing ScotlandsPeople.

5. Support the private member's bill to establish a Scottish Register of Tartans in time to launch by 30 November 2008.

11.5 Performance Targets

a) Improve the employee engagement index score by 5% as reported in the Scottish Government Employee Survey.
b) Hold 6 Open Forums during the year, open to all staff with at least one held in each building.
c) Respond to customer complaints within 20 working days.
d) Hold governance meetings including Management Board, Audit Committee, Senior Management, Branch Heads, Local Partnership Board, Health and Safety Committee, Security Working Group and Information Systems Planning Group.
e) Ensure number of days lost per member of staff through sickness does not exceed 10 and the average number of spells of absences per member of staff does not exceed 2, during 2008-2009.

SECTION 12 – HEALTH AND SAFETY

12.1 Background

The National Archives of Scotland recognises that high standards in health and safety are an integral element of efficient business management. A good health and safety performance contributes significantly to the overall efficiency and effectiveness of our operations and to the welfare of our staff. To support this key objective adequate financial and physical resources will be made available to develop and maintain a comprehensive safety management system.

Health and Safety is the responsibility of all managers in the National Archives of Scotland and is equal in importance to our other business activities. Management will work with staff to pursue progressive cost effective improvements in health and safety performance by:

- Ensuring commitment of employees to clear health and safety objectives;
- Taking full responsibility for controlling factors that could lead to ill health, injury or loss;
- Communicating appropriate health and safety information and encouraging co-operation;
- Working closely with the Trade Union Side in accordance with Partnership arrangements.

12.2 Key Objectives for 2008-09

1. By 31 August 2008, ensure that the revised Health and Safety Handbook has been produced and is easily accessible to all staff.

PART 3 - GLOSSARY

ASB	Accomodation Services Branch
DC	The Development Centre
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
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
EOS	Electronic Ordering System
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
GSU	Genealogical Society of Utah
HR	Human Resources
ICTB	Information and Communications Technology Branch
IS	Information Systems
NAS	National Archives of Scotland
NRAS	National Register of Archives for Scotland
NRH	New Register House
OPAC	Online Public Access Catalogue
ORT	Online Resources Team
OSB	Outreach Services Branch
PRB	Private Records Branch
RAC	Registers Archive Conversion
RoS	Registers of Scotland
RSB	Reader Services Branch
SCA	Scottish Council on Archives
SCAN	Scottish Archive Network
SD	Scottish Documents website (www.scottishdocuments.com)
SFHS	Scottish Family History Service
SG	Scottish Government
SH	Scottish Handwriting website (www.scottishhandwriting.com)
*the*Oracle	The NAS intranet
TTH	Thomas Thomson House
TTH2	Thomas Thomson House extension
WRH	West Register House