

the next five years 2010 – 2015



Future RCAHMS



Connecting people to places across time

# Future RCAHMS

Business Strategy  
the next five years 2010 – 2015



£4.5 million  
government funding  
+  
£1.5 million  
earned income

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supporting 1,000 local  
volunteers recording  
Scotland's rural past

## 100 more years

1

### **Professor John Hume and Diana Murray**

In 2008, RCAHMS celebrated its Centenary with Treasured Places, a project with strands ranging from a public vote for Scotland's favourite archive image to a major exhibition of original material visited by 15,000 people. During the year we set out on a programme to engage people with the places of Scotland through the archive held in our national collection and through work with community groups around the country. We were delighted with the response to this approach, and this business strategy has been written with the success of the Centenary programme, and the ideas that have flowed from it, still fresh in our minds.

Through the Centenary programme we became increasingly aware that there is a need to modernise the way that we engage with both our public and our professional users. We believe that there should be a much more holistic approach to creating and sharing knowledge and understanding, and helping others to understand Scotland's diverse historic landscapes and townscapes.

We are of the view that RCAHMS is well placed to contribute in a distinctive way to a framework of partnerships with key players to deliver government objectives focused on celebrating our national identity, the historic, built and natural environment, and education with a wide range of audiences and stakeholders. We also believe that RCAHMS can be the catalyst through which innovative partnership projects, particularly those relating to information technology and geographic data, can be achieved for government.

Looking ahead, we feel the time is right to establish a new name and identity more appropriate to 21st century Scotland. We therefore propose to re-brand RCAHMS and to focus our activities over the next five years on our distinctive role as the first port of call for anyone wanting to find out about Scotland's places.

We will also be working to ensure that a solution is found to the current inadequate and overcrowded storage for our collections, and that sufficient funds are identified to cover both our fixed costs and our future development.



16 million hits on aerial  
photography website launch day

## Vision

**Connecting people to places across time**

3

## Mission

**The mission of RCAHMS is to help people to value and enjoy their surroundings, to provide a world-class record of the historic and built environment to local, national and international audiences, as well as advancing understanding of the human influence on Scotland's places from earliest times to the present day. We achieve this through strategic field investigation, research and our dynamic national collection, which together provide a unique, authoritative and internationally important resource for the study and management of the historic and built environment.**

## Roles

**RCAHMS –**

**Identifies, surveys and analyses the historic and built environment of Scotland.**

**Preserves, cares for and adds to the information and items in its national collection.**

**Promotes understanding, education and enjoyment through interpretation of the information it collects and the items it looks after.**



3,500 sites surveyed every year

# Our Strategic Priorities

In the next five years, we will –

- 1 Inspire learning and intellectual curiosity in our national culture and identity at home and worldwide.**
- 2 Continue to update our national collection through field investigation, research and selective collecting, and make RCAHMS the first port of call for information about Scotland's places.**
- 3 Widen digital access to information on Scotland's places, making it more interactive and an integral part of the burgeoning world-wide network of cultural heritage data.**
- 4 Achieve further efficiency, effectiveness and sustainability in the use of government resources, and build on our capacity to generate non-government income.**



310 outreach events for  
22,000 people

## Inspire learning and intellectual curiosity in our national culture and identity at home and worldwide.

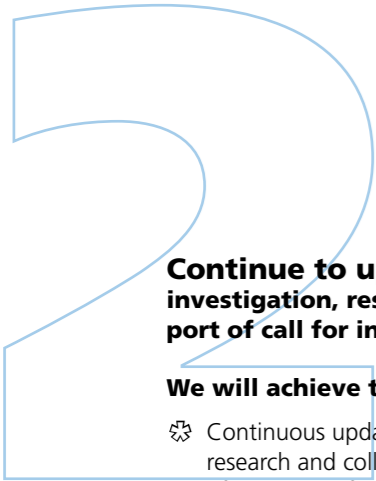
### We will achieve this by –

- ✿ Assisting and encouraging national and local bodies, community groups and individuals to celebrate their national culture and to understand, enjoy and participate in the recording of the historic landscape, towns or cities where they live. We will do this through programmes of work designed to meet different levels of interest. These will range from active fieldwork to indoor workshops, building on experience gained from projects such as Scotland's Rural Past and Treasured Places.
- ✿ Celebrating Scotland's national culture by means of a series of touring exhibitions, publications of wide appeal and through imaginative outreach and using our leading-edge web delivery.
- ✿ Modernising our facilities for visitors to promote Scotland's places, working, where possible, in partnership with other organisations.
- ✿ Engaging with users of all ages to meet their data and information needs, and to obtain feedback on public perception and experience of RCAHMS in order to improve services.
- ✿ Developing the use of the RCAHMS national collection, and the digital resource base drawn from cultural collections across Scotland by Scran, for educational use.
- ✿ Working with the Scottish Government, local authorities, archives, libraries and museums at national and local level to encourage participation in projects using 'scran-in-a-box' technology to improve digital access to the cultural and heritage sector generally.
- ✿ Engaging as partners in international digital projects to promote Scotland's national culture abroad.
- ✿ Working in partnership with others to provide high-quality activities for formal and informal education for all ages, as we are doing with the Defending the Past project.
- ✿ Seeking to maintain the Independent Research Organisation status granted to us by the Arts and Humanities Research Council and to continue working with universities on research and knowledge transfer projects.

### Outcomes

- ✿ Increase in the number of communities and individuals who have the opportunity to understand and value their local environment, leading to an improved sense of place and engagement with place-making.
- ✿ Celebration, promotion and pride in Scotland's national culture.
- ✿ Increased access to Scottish national cultural resources used for formal and informal educational purposes.
- ✿ Increased use of Scottish national cultural resources as a primary source for doctoral and post-doctoral research projects.

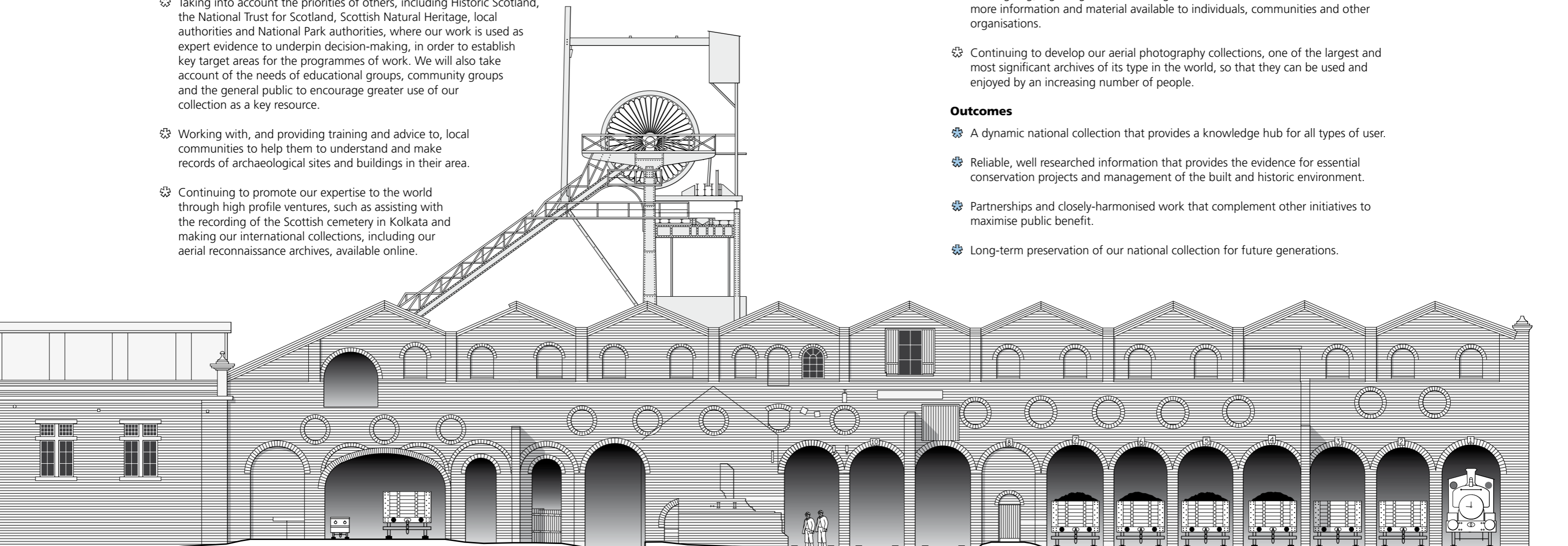
# 10,000 visitors to our photographic exhibition on North Uist



## Continue to update our national collection through field investigation, research and selective collecting, and make RCAHMS the first port of call for information about Scotland's places.

### We will achieve this by –

- ✿ Continuous updating of the national collection through field investigation, expert research and collecting relevant archives. The national collection, which is at the heart of the work of RCAHMS, is a hub of knowledge and a rich resource for the study and management of Scotland's built and historic environment. It provides a fundamental baseline for the historic environment, fulfilling one of the key building blocks recognised by the Scottish Historic Environment Audit.
- ✿ Designing programmes of field investigation, aerial survey, data upgrade, desk-based studies and collections research to improve and develop the information held on archaeological sites, buildings, marine and industrial sites in the national collection. We will continue to chart the history of individual sites and buildings as well as the character, development and influence of man on landscapes. We will develop a programme to record the character of urban areas and the history of the growth of our towns and cities.
- ✿ Taking into account the priorities of others, including Historic Scotland, the National Trust for Scotland, Scottish Natural Heritage, local authorities and National Park authorities, where our work is used as expert evidence to underpin decision-making, in order to establish key target areas for the programmes of work. We will also take account of the needs of educational groups, community groups and the general public to encourage greater use of our collection as a key resource.
- ✿ Working with, and providing training and advice to, local communities to help them to understand and make records of archaeological sites and buildings in their area.
- ✿ Continuing to promote our expertise to the world through high profile ventures, such as assisting with the recording of the Scottish cemetery in Kolkata and making our international collections, including our aerial reconnaissance archives, available online.



- ✿ Continuing our statutory role to record listed buildings and selected non-listed buildings that are under threat of demolition or alteration. We will strengthen our working relationship with planning authorities to ensure that we do this effectively and will work with Historic Scotland and other relevant bodies to develop a strategic approach to this work.
- ✿ Continuing to supply information to the Ordnance Survey for publication on their maps and to work with Scottish Government to improve the use of Ordnance Survey and other geographic data for Scotland.
- ✿ Working with Marine Scotland, alongside Historic Scotland, to develop methods of recording data for our marine heritage.
- ✿ Gathering information and collecting material of national and international standing in line with our collecting policy, and curating the collection to the highest standards.
- ✿ Working with other archives to ensure that material vulnerable to neglect or loss is preserved for the future.
- ✿ Cataloguing, digitising and researching the RCAHMS collections to make more information and material available to individuals, communities and other organisations.
- ✿ Continuing to develop our aerial photography collections, one of the largest and most significant archives of its type in the world, so that they can be used and enjoyed by an increasing number of people.

### Outcomes

- ✿ A dynamic national collection that provides a knowledge hub for all types of user.
- ✿ Reliable, well researched information that provides the evidence for essential conservation projects and management of the built and historic environment.
- ✿ Partnerships and closely-harmonised work that complement other initiatives to maximise public benefit.
- ✿ Long-term preservation of our national collection for future generations.

# 3

**Widen digital access to information on Scotland's places, making it more interactive and an integral part of the burgeoning world-wide network of cultural heritage data.**

**We will achieve this by –**

- ✿ Using digital technology to capture data, to maximise public access, and to ensure long-term preservation of digital archives.
- ✿ Broadening access to historic environment information and increasing our capacity to deliver data online to people's homes, offices and schools worldwide.
- ✿ Increasing the quantity and quality of information and images available online.
- ✿ Supporting our partners in establishing a worldwide network of linked heritage data, and positioning RCAHMS as a key resource in this network.
- ✿ Continuing to set standards in the design and management of heritage information systems, providing assistance and advice to others and working with research partners.
- ✿ Looking ahead to what may be a revolution in the way data is used and continuing to participate in research to ensure that RCAHMS is positioned as a leader in the cultural sector in embracing the 'Linked Data' web.
- ✿ Extending our strategy of improving access to digital information online via live data feeds to customers, as well as through our internal and external applications.
- ✿ Working proactively with central and local government, professional and voluntary organisations, universities and the commercial sector to improve the efficient exchange and use of data. This will include developing smarter working methods to ensure that data is only stored once but used many times across the sector.

- ✿ Taking a lead role in promoting the use of geographic methodologies for the delivery of integrated access to information across government, and contributing to the implementation of the European INSPIRE Directive in Scotland.
- ✿ Ensuring that, in the field, as much of our data as possible is captured in digital format and that non-digital data is made available through a continuing programme of digitisation.
- ✿ Continuing to develop our digital data management, setting out a programme to achieve Trusted Digital Repository status to ensure long-term protection and availability of the digital archive, both for deposited data and that generated by RCAHMS activities.
- ✿ Continuing to provide, through Scran, technical advice and assistance to Learning and Teaching Scotland for the delivery of cultural resources to education.
- ✿ Extending facilities for the public to contribute their own digital content to the national collection. We will improve access for accredited specialists to add digital information directly to the database, and will explore automated ways of enabling key donors to add their own digital collections to enhance the archive.

#### **Outcomes**

- ✿ User-focused online services that provide joined-up resources for the public and for stakeholders.
- ✿ Increased digital resources online.
- ✿ Leading the way in making Scotland's cultural data part of the international web of heritage information.
- ✿ Long-term preservation of digital resources for future generations.



1,000 public web contributions to the national collection in six months



1,000,000 hits a day on Scran,  
one of UK's largest  
educational resources



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**Achieve further efficiency, effectiveness and sustainability in the use of government resources, and build on our capacity to generate non-government income.**

**We will achieve this by –**

- ✦ Continuing to be flexible, efficient and sustainable, and delivering our mission effectively without unnecessary bureaucracy or expense.
- ✦ Developing our social enterprise company to raise income to help RCAHMS and Scran achieve their charitable purposes and as a means of providing goods and services more efficiently and effectively. We will develop our online services and explore commercial partnerships, as well as financial and grant opportunities, to support projects.
- ✦ Maintaining a programme of continuous improvement in our operations and the public service that we provide. We will implement best-value principles, streamline our operations, make optimum use of the talent and experience of our staff, and develop effective partnerships and shared services across organisational boundaries to deliver efficiency savings.
- ✦ Seeking to improve our environmental performance, to reduce the environmental impact of all our operations and to promote the efficient and sustainable use of resources. We will develop a greener accommodation strategy and implement our Environmental Action Plan.
- ✦ Improving the health and well-being of our staff and volunteers.
- ✦ Operating in a transparent and accountable manner to ensure that our decisions and operations are fully auditable and open to public scrutiny.

**Outcomes**

- ✦ Greater efficiency and effectiveness.
- ✦ Increased income from non-government sources.
- ✦ Improvements across all aspects of the public services that we provide.
- ✦ A reduced ecological footprint.
- ✦ Improved health and well-being of our staff and volunteers.

58% increase in image sales with  
launch of online shop



# Resources

## Organisation

The Commissioners, under their Chairman, direct and monitor all operations conducted by RCAHMS. They are Crown appointees, whose primary role is to ensure the full and proper execution of the duties defined by the Royal Warrant – last revised in 1992. They meet in plenary session four times a year and are supported by an executive staff directed by the Secretary.

## Chairman and Commissioners

Professor John R Hume OBE BSc ARCST Hon FRIAS FSA Scot (Chairman)

Professor Christopher D Morris BA DipEd FSA FRSE FRHistS FRSA FSA Scot MIFA (Vice Chairman) (to October 2009)

Dr Kate Byrne MA MSc PhD CEng MBCS CITP FRSA

Mr Mark Hopton MBA Dip Arch BArch RIBA ARIAS FSA Scot

Professor John Hunter BA PhD MIFA FSA Scot

Professor Angus MacDonald BSc PhD FSA Scot (to October 2009)

Dr Gordon G T Masterton OBE, BA MSc DIC FEng FICE FStructE FIES MCIWEM FConsE

Dr Jane Murray MA PhD FSA Scot (to October 2009)

Dr Stana Nenadic MA PhD FSA Scot

Ms Elspeth Reid MA, MA, DAA

Mrs Diana M Murray MA FSA FSA Scot MIFA (Secretary)

## Staffing

The Secretary (Chief Executive) leads a Senior Management Team that comprises the Heads of Survey and Recording, Collections, Education and Outreach, Information Systems, Corporate Affairs and Enterprises. These six departments, with approximately 100 full-time staff, are responsible for achieving the objectives set out in this business strategy.

## Volunteers and Studentships

RCAHMS currently benefits from 100 volunteer hours per week, which equates to an annual notional value of nearly £150,000.

RCAHMS holds Arts and Humanities Research Council (AHRC) Independent Research Organisation status and co-supervises a series of Collaborative Doctoral Studentships.

## Funding Sources

RCAHMS is regarded as a Non-Departmental Public Body and is sponsored by the Architecture and Place Division, part of the Directorate for the Built Environment of the Scottish Government. Unaudited gross expenditure for the year (including VAT) was £6,127,000. Non-government income for 2008/9 (excluding VAT) totalled £1,551,014 and was generated by the sales of photographs, licences and publications etc, together with grants and gift-aid, including £431,812 from the Heritage Lottery Fund and £385,000 from the Scran Trust. These figures are produced on a Cash Accounts basis, and form a small part of the Scottish Government Director-General Economy and Chief Economic Adviser's account.



Connecting  
people to  
places across  
time

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