



Scotland's Historic
Environment Data



Scotland's Historic Environment Data Strategy

Programme Initiation Document

SHED Programme Initiation Document (cont.)

Revision History

Revision date	Revision Location	Summary of Changes and Reason for Change	Approved by
25Nov14		Minor changes to early draft 0.2b	SHED Programme Board

Executive Summary (extracted from [SHED Strategy 2014](#))

The Vision: Scotland's Historic Environment Data is the collaborative national public information resource for the historic environment. This joint venture between local and national bodies comprises shared and linked digital records. It will be professionally managed, continually updated, and accessible to all, ensuring the greatest economic, social and cultural benefits for the people of Scotland and beyond.

- Scotland's Historic Environment Data (SHED) Strategy is a partnership to help protect, promote and enhance Scotland's historic environment through coordinated activity to improve the quality, systems and processes for SHED. The partnership includes government agencies, non-governmental organisations (NGOs) and academic institutions, and will support the public's involvement in the care and enjoyment of the historic environment through the improved and more efficient provision of information.
- The SHED Strategy is a component of the Historic Environment Strategy for Scotland (HESS), and covers the full extent of information on the historic environment – 'the physical evidence for human activity that connects people with place, linked with the associations we can see, feel and understand' (Scottish Government 2014, 2).
- Scotland's Historic Environment Data plays a key role in a wide range of activities. From providing people with evidence for planning decisions, to helping school children understand and value their environment, SHED provides a living record for all.
- This Strategy echoes the significance that society places on cultural heritage. SHED helps us interpret our surroundings, gives us a place to record our knowledge, and to share it with others.
- The aims and objectives of the Strategy result from collecting and analysing views from creators, curators and users of data. The Strategy looks to address those issues and the wider needs of current and future users of the digital data.
- Partnership working is a cornerstone of this Strategy – an example of a complex and diverse sector coming together to agree and deliver benefits to a wide audience. The success of this Strategy will depend on partnership working and cross sector collaboration.
- This Strategy is a commitment between organisations responsible for compiling, maintaining and working with SHED.
- A ten year plan, beginning with a 3-year Development Phase, will deliver a more efficient process for handling these records, and will increase their value through data cleansing, gap filling, improved access and better use of technology.
- The Strategy will fit with international, national and local policy, guidance and standards, from central and local government and more widely.
- The Strategy will provide much-needed co-ordination and joint working to address the many issues raised in its development. Historic environment data will become much more useful in the management of change and also in engaging individuals and communities in understanding and appreciating their physical cultural heritage.
- The data will be more complete, more reliable, and more accessible, easier to navigate and understand. By better security and curation, the data will be sustained for the benefit of our successors, and it will be easier to mainstream historic environment information in other aspects of life – from wider environmental concerns, to health and well-being, to education and quality of life.

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Background

The SHED Strategy builds on meetings, discussions and workshops undertaken between 2009 and 2013. For more detailed background, please refer to the published Strategy document. In summary:

- Scotland's Historic Environment Data is the digital information about our physical historic environment plus related information on archives, objects and intangible cultural heritage. Together this informs the management, study and interpretation of the historic environment from the earliest times to the present day.
- The purpose of the Strategy is to enhance Scotland's Historic Environment Data, to address long-standing issues highlighted by users and curators, and to ensure the long-term sustainability of Scotland's Historic Environment Data so that public benefit is maximised.
- The Strategy will continue to be developed by and for the sector, and its implementation will be coordinated by the SMR Forum with support from RCAHMS/Historic Scotland/Historic Environment Scotland. The implementation will be overseen by the SHED Programme Board with representation of data curators and users from the sector. The constituency of that Board will be actively broadened, especially to include representatives of the built heritage conservation sector, museums, archives and education.
- The aspiration is that many of the policies and practices contained in this Strategy will be implemented by partner organisations as they apply changes during their routine cycle of system maintenance and development.
- The SHED Strategy proposes the strengthening, through coordinated activity and better information, of the current partnership approach to managing and accessing the data which supports the activities of protecting, promoting and improving Scotland's Historic Environment. The partnership will include government agencies, non-governmental organisations (NGOs), and academic institutions, and will support the public's involvement in monitoring, managing, improving and engaging with the historic environment.
- A three-year Development Phase of the SHED Strategy runs from April 2014 to March 2017. This will then be followed by an Implementation Phase from April 2017 to March 2024. A detailed breakdown of the draft work programme for the Development Phase will become available as a separate Implementation Plan which supports this document.

Principles

The following principles underpin the SHED Strategy:

1. *SHED*: Scotland's Historic Environment Data is the digital information about our physical historic environment plus related information on archives, objects and intangible cultural heritage. Together this informs the management, study and interpretation of the historic environment from the earliest times to the present day.
2. *Access*: The SHED will be available online for free through a national portal to enable wider user access. PastMap will act as that portal in the initial 3-years, providing a key to the SHED. The concept of open access for all data will be prioritised.
3. *Curation*: The SHED will be updated in the most appropriate place, by those creating and maintaining the data. They will work together to reduce double handling.
4. *Partnership*: The Strategy will encourage museums, archives, academia, businesses, land managers, communities and individuals to contribute to the SHED in an efficient and appropriately coordinated manner, and to use that data to help inform placemaking, sustainability and regeneration.
5. *Standards*: Appropriate national standards, as agreed by the strategy partners, will form the data standards for the sector and the Strategy.
6. *Storage*: Storage of data will meet nationally accepted standards.

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7. *Concordance*: Links will be created between data to aid in its interpretation and use

In addition to the above principles, derived from the 2014 Strategy, we will look for opportunities to enhance the content of our records.

Programme Aims

The SHED Strategy programme aims to achieve the following:

- Aim 1:** To make major improvements and enhancements to the sharing of, linking and access to the information about the historic environment.
- Aim 2:** To develop standards and consistency within and across the data.
- Aim 3:** Improved content, responding to user wishes and needs.
- Aim 4:** Improved efficiency, including data creation, keeping data updated, reducing duplication, seeking additional resources, and addressing data security.
- Aim 5:** Training and promotion, and seeking user input leading to continuing improvements.

Detailed Objectives, under each Aim, can be found in pages 13-14 of the [Strategy](#).

Programme Scope and Exclusions

SHED: Scotland's Historic Environment Data is the digital information about our physical historic environment plus related information on archives, objects and intangible cultural heritage. Together this informs the management, study and interpretation of the historic environment from the earliest times to the present day.

- This Strategy benefits both curators and users of SHED. The beneficiaries of the Strategy are broad and include a range of government bodies, heritage organisations, practitioners, private sector, landowners, community groups, and individuals (see 7.3 below).
 - The scope of this Strategy reflects the wide range of curators and users consulted thus far, and also the broad range of challenges facing the sector. At a time of reducing resources, it is clear that delivery of the Strategy will need to be opportunistic and spread over the longer term.
 - The aspiration is that many of the policies and practices contained in this Strategy will be implemented by partner organisations as they apply changes during their routine cycle of system maintenance and development.
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Constraints and Assumptions

The programme has the following needs/requirements:

- For financial and staff resource constraints to be taken into account in the distribution of organisational resources
 - External programme partners to commit to collaborative partnerships, with the possibility of external funding
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Users and Interested Parties

Programme users/stakeholders of Scotland's historic environment data include

- **Data curators:** SMR/HERs; Canmore; Statutory data holders; other curators of data.

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- **Change managers:** including Scottish Government officers, local authority staff, conservation NGO specialists, land and historic building managers.
 - **Practitioners:** including environmental consultants, conservation architects and archaeological contractors, often working on behalf of developers.
 - **Tourism sector:** wider economic benefit through greater accessibility to data improving understanding and appreciation of our Historic Environment.
 - **Academics and their students:** University and college-level researchers in a wide range of social and environmental subjects.
 - **Teachers and school children:** including primary and secondary school education in line with many aspects of the Curriculum for Excellence, and also including lifelong learning.
 - **Volunteers:** who contribute to the record, often from special interest groups.
 - **The Public:** interested in knowing about the historic environment where they live, where they work, or where they visit.
 - **Private Sector:** including everyone from developers to individual land-owners.
 - **Public Sector:** including land-owners, land managers and strategic policy makers.
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Interfaces

This programme will interface with a number of other key projects, programmes and initiatives. These include:

- [National Performance Framework](#)
- [McClelland Report](#)
- [Digital Public Services Strategy](#)
- [Outline Business Case for merger of Historic Scotland and RCAHMS](#)
- [Our Place in Time: The Historic Environment Strategy for Scotland](#)
- [Archaeology Strategy for Scotland](#) (Draft)
- [Open Government \(National Archives 2012\)](#)
- [Going Further – the National Strategy for Scotland’s Museums and Galleries](#)
- [Scotland's Digital Future: A Strategy for Scotland](#)
- [Tourism Scotland Strategy 2020](#)

The programme will also dovetail with Dig It! 2015; 2016 Year of Architecture, Innovation and Design; and 2017 Year of Archaeology, History and Heritage.

Outline Business Case

Reasons

The SHED Strategy programme will help deliver all four of the strategic themes of Historic Environment Scotland, as derived from [Our Place in Time: The Historic Environment Strategy for Scotland](#) (HESS):

- **Investigate and record:** Ensuring that information about the historic environment is recorded and made widely accessible for long-term use.
- **Care and protect:** Providing information that will assist with the understanding of values and which can be used in the management of change.
- **Share and celebrate:** Creating a variety of resources that will interpret the historic environment and will help people understand and enjoy it.

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- **Lead and enable:** Working with academic, governmental and third sectors to demonstrate the possibilities, open up new avenues of research and ways of thinking, and provide resources to enable them to take forward the aims of the Historic Environment Strategy for Scotland.
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Expected Benefits

Overall performance of the programme will be measured by assessment of the design, execution and delivery of the programme phases. Individual aspects of the programme will be measured by the assessment of specific projects within the programme.

Outcomes:

The key outcomes of the Strategy relate to the following headings:

- **Ease of access:** More information will be put online and therefore more widely available.
- **Ease of use:** Better joining up of information will make data more consistent and easier to navigate.
- **Accessibility:** Better training resources will be created and more widely available, removing barriers to people's ability or willingness to engage with the data.
- **Efficiency:** More efficient and effective use of available resources – digital, financial and human.
- **Collaboration and co-operation:** More joined-up thinking between organisations with data about or related to the historic environment.
- **Participation:** More opportunities for User-Generated Content will stimulate contributions from special interest groups as well as local communities and individuals.
- **Quality of content:** Improvements in content can be identified and prioritised, and mechanisms devised and implemented to enrich the available information.
- **Quality data:** Improving data standards and reducing duplication will make using the data more efficient and less confusing.
- **Security:** A focus on long-term security of the data will help safeguard it for the future.
- **Legacy:** A strong, well resourced world-leading resource for research, protection and advice that creates a long term benefit for the people of Scotland.

Success measures for the programme will be devised, and endorsed by the Programme Board.

Costs/Resources

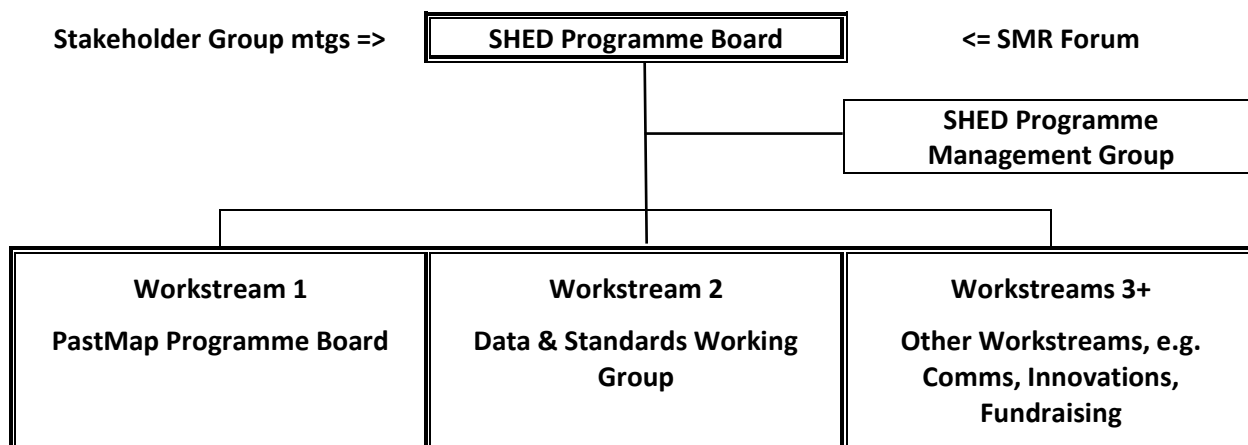
The programme will require:

- Programme Board Chair
- Programme Board
- Programme Management Group
- Stakeholder Group
- Workstream leads and members
- Time from key people and organisations to help develop individual Workstreams, projects and activities.
- Access to existing or agreed additional budget, equipment, research, publication, website and identity development-related resources.

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- A suitable programme website/presence
- Relevant resources (such as: archives, books, electronic and analogue journals, online training materials)

Programme Governance and Management Structure



Regular meetings will be held between all personnel responsible for delivering and advising on the Programme to ensure that Workstream and project activities and finances are reported and managed effectively.

The management structure responsible for advising on programme delivery and finances is shown below. The Programme Management Group will consist of members of the Programme Board able to facilitate the work of the Programme and its components

Programme Governance and Management Roles

Key personnel

Programme Management Structure

The Programme Board will oversee and advise the programme during the delivery phase; membership may change and evolve over time. The Board will be assisted by a Programme Management Group, with input from a Stakeholder Group (originally an Advisory Committee).

Programme Board Chair

Robin Turner (RCAHMS Head of Survey and Recording)

SHED Programme Management Group

- Programme Board Chair
- Workstream Leads
- HS/HES Head of Archaeology
- SMR Forum Representative

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SHED Programme Board

The SHED Programme Board will be responsible for the overall direction of the Strategy, within the context of the Vision, Aims and Objectives. It will act as a conduit for partner, sector and user feedback, and to receive and comment on reports on Workstream activities. The Programme Board will receive and suggest ideas for expansion and implementation, assisting where possible.

The Programme Board will include representatives of the key stakeholder organisations, responsible for overall programme management and administration, including high-level executive role in project management. The Board will also seek resources, ensure appropriate communication and outreach, and encourage further and more extensive partnerships within the context of the Vision, Aims and Objectives.

Representatives from key parts of the sector and beyond will be invited to join the Board. The Board will comprise: Chair; representatives of key organisations; Workstream Leads; and External Researchers/Advisors

Composition – Representation from: RCAHMS, HS, ALGAO Scotland, SMR Forum, NMS, SMA, IHBC, IfA, FCS, FAME, Academic Rep, Voluntary Sector user rep. A Chair, from this list, will act as Senior Responsible Owner of the initiative. Also Chairs of the Workstreams, if not one of the above.

Terms of Reference:: The Programme Board, as described in the Managing Successful Programmes documentation, will undertake the following:

- Driving the programme forward and deliver the outcomes and benefits
- Resolving inter-project strategic and directional issues
- Providing assurance for operational stability and effectiveness
- Defining acceptable risk profiles and thresholds
- Ensuring benefits are understood and realised

Example activities:

- Vision and Strategy – manage delivery
- Feedback – from partners, sector and users
- Workstreams – receive reports and give feedback
- Ideas for expansion – assisting where possible
- Find resources [?Fundraising Workstream]
- Encourage more partners to join, through Advisory Group and/or Workstream membership
- Improve linking, concordance and polygonisation [?Innovations Workstream]
- Ensure resolution of copyright/Intellectual Property Rights issues, and archiving issues
- Encourage content improvement – data quality [via SMR Forum]
- Communications Plan – create, maintain and implement, for internal & external users; public users; educational users, media [?Comms Workstream]
- Determine and broadcast benefits – tangible and intangible [?Comms Workstream]
- Public outreach/engagement [?Training Workstream]

SHED Programme Workstreams

Workstream 1: PastMap Programme Board

Composition – RCAHMS, HS, SMR Forum

Terms of Reference: The development and promotion of the PastMap website to provide free and effective access to map-based information about Scotland's historic environment (designated or otherwise) using Partner's shared data services

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Example activities:

- Maintenance – software upgrades; hardware and infrastructure
- Improvements – more layers; advise and help to potential partners, e.g. for WFS output; output improvements, incl. reports, Scottish Spatial Data Infrastructure
 - Analysis tools – create and develop [Innovations Workstream]
 - Data security matters
 - Creation and delivery of PastMap Strategy

Workstream 2: Data & Standards Working Group (Sub-Group or Workstream of SMR Forum Technical Working Group)

Composition – ALGAO Scotland, other LA Archaeologists, RCAHMS, HS, Museums and Archives bodies

Example activities:

- Devise, maintain, improve and update data standards for use in PastMap and for historic environment data more generally, within the context of national and international standards for historic environment data
- Address selected content issues, e.g. duplication of data

SMR Forum – other interests

Example activities:

- Content expansion – digitisation, summary essays, etc.
- Content areas – widening, e.g. artefacts, oral history/intangible, etc.
- Thesaurus development and integration
- User Generated Content – develop guidelines
- Period/timeline - development
- Gaelic content
- Backlogs – strategy for reducing
- Bibliographic information – addition
- User group expansion - educational/schools, interest groups
- Non-digital information – strategy for inclusion

Stakeholder Group: Membership of the Group (formerly envisaged as an Advisory Committee) will comprise representatives of academic and professional organisations and volunteer groups with current or potential stakes in the programme. The group will provide input to the Programme Board on the wider relevance of the programme and will contribute a steer to ensure the programme addresses the needs of different target audiences. Meetings of the Group will be flexible in nature, often as or using workshops to explore specific questions or issues.

Quality Management Strategy

The Programme Board will be responsible for defining the quality acceptance criteria during the programme. Quality assurance will be monitored at Programme Board meetings. Quality management responsibilities will be developed by and assigned to members of the Programme Management Group.

The Programme Board expect to receive a full set of reports, as outlined in this PID, that are fit for purpose and can inform future action.

Configuration Management Strategy

Documentation for the programme will be stored in the SHED web presence, including separate pages for workstreams and major initiatives/activities.

Workstream leads will manage configuration for their own respective projects.

Reporting

Highlight reports will be produced on a regular basis by Workstream leads and circulated to the members of the Programme Board.

Issues reports, where required, will be submitted by Workstream leads to their Workstream groups.

A series of milestones and performance indicators will be created for Objectives and/or activities, to be updated, scrutinised and approved by the Programme Board

Risk Management Strategy

Major Risks

A full Risk Register will be developed and updated by the Programme Board, but the framework outlined in this PID is expected to be flexible enough to mitigate and overcome the following and other anticipated risks.

- Lack of buy-in;
- Lack of resources;
- Loss of expertise;
- Loss of key staff members and partners;
- Slow progress or uptake;
- Loss of data/web presence;
- Changes in Government objectives; and
- Re-direction of HESS aims and objectives.

Risks will be identified as they arise during the lifetime of the programme. They will be reviewed at Workstream groups and at Programme Board meetings.

Communication Management Strategy

A Communications Strategy will be developed, implemented and actively managed by a small workstream.

Programme Plan

Outline Plan – Development Phase

The Development Phase programme outlined here will run for three years and deliver the foundations on which the Strategy can continue to be better implemented.

Detailed Terms of Reference, roles and responsibilities for the workstreams will be developed and agreed by the Programme Board. **Workstream 1**, the PastMap Programme Board, will involve the development of the portal; **Workstream 2**, the Data and Standards Workstream, will deal with technical aspects of the data, including data standards. Other Workstreams and working groups will be developed as appropriate.

A new version of PastMap was released in early 2013 and the PastMap Strategy for the next few years is currently being devised. A revised PastMap Strategy will take full cognisance of the SHED Strategy and of the new Historic Environment Strategy for Scotland above it.

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There are strong dependencies between the workstreams but all can start without needing to wait for each other. The workstreams will evolve as the programme progresses.

Stages

- **Stage 1: Strategy development stage 2013** – Plan and Consult – begin to develop the programme to implement the goals of the SHED Strategy. [Completed]
- **Stage 2: Programme Development Phase 2014-17** – Two workstreams to make SHED available, up-to-date and ensure that the best use of technology is made to increase efficiency whilst reaching as wide an audience as possible. Ready for Dig It! 2015 (Celebration of Archaeology) and the Year of History, Heritage and Archaeology scheduled for 2017. In addition, a 3-year Implementation Plan will be put into action for the Development Phase.
- **Stage 3: Full Implementation Phase 2017-2024** - Building on the Development Phase work, a 7-year Implementation Plan will be put into action.

This PID will be revised in due course, to pave the way for the Implementation Phase.

Schedule

The five stages of the Development Phase of the Programme are as follows:

1. Start Up/Scoping
2. Programme Development and Initiation
3. Detailed Specification
4. Undertake
5. Deliver outputs

Time Line

Stage 1: Strategy Development Phase – Complete

Stage 2: Development Phase and Programme Initiation – underway, 2014-17

- Deliver Programme Initiation Documentation to Programme Board
- Produce Implementation Plan.
- Stage completion

Stage 3: Detailed specification, preliminary data analysis and preparation – 2017

- This information will be added as the results of the Development Phase become apparent,
- Stage completion

Stage 4 Undertake – 2014-24

- Some activities are already underway; others will begin during both the Development and Implementation Phases.

Stage 5 Deliver outputs – 2014-17

- Some outputs are already being delivered while; others will begin during both the Development and Implementation Phases. An Implementation Plan will make clear the nature of the prioritised outputs, as well as indicating who will lead them and within what timetable and resources.

Product Descriptions

Stage Plans

Stage plans will be produced prior to the next stage. These will be produced by the Programme Manager and agreed by the Programme Board. Progress to the next stage of each project is generally dependent on the completion of the current stage and approval of the Stage Plan for the succeeding stage.

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A SHED identity

A design product may be created to configure the 'look, feel and format' of the SHED identity, in order that the programme becomes a recognised entity that people feel they have a part to play in and are an acknowledged contributor.

A SHED website/web presence

This platform will deliver access to the programme documentation and to project pages, which outline each individual approach, methods, aims and results. It will also act to enable cross-sector communication and will help maintain the many disparate partnerships that will develop over the course of the programme.

Knowledge Exchange Network

We aspire to create a SHED Knowledge Exchange Network to link a network of people from across disciplines and institutions/public bodies and other organisations across the historic environment sector, and include people that can provide project expertise, help to develop funding opportunities and undertake creative input. This could be initiated through a Stakeholder Group workshop format, in order that people gather together to exchange ideas and develop potential partnerships.

Knowledge dissemination

This will be delivered through the improvement, enhancement and upgrading of the Canmore and SMR/HER and other records, which will include strengthening the links with site records to Collections material.

Paper and digital publications

The extent and nature of paper and digital outputs is currently unknown.

Lessons Incorporated

The following lessons have been noted from similar previous activities and accommodated within this plan:

- 1. Workstream plans need to be revisited in their course, especially when significant changes are proposed.*
Plans will be reviewed and updated where necessary at stage boundaries.
- 2. Issues with time management can result in activities reaching their completion date and being regarded as 'finished' but with outstanding work still to be completed.*
Progress will be monitored and reviewed at stage boundaries or landmarks.
- 3. Roles can be assigned to project teams but the responsibilities of these roles have not been enforced.*
The Programme Board will ensure roles and responsibilities are being managed and understood.
- 4. Scope changes can be made without a full assessment of the impact.*
The Programme Board will scrutinise proposals to change scope so that the full impact is understood and accounted for.

Monitoring and Control

The programme will be monitored and controlled by the Programme Board.

Reporting will be by exception. Regular highlight reports will be produced covering the Workstreams.

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Budgets

Staff resource and travel and subsistence are the only such commitments required at this stage, generally being accommodated within existing budgets of Programme members.
