SCOTLAND'S ARCHAEOLOGY STRATEGY

DELIVERY PLAN

Version 2

January 2017

www.archaeologystrategy.scot

2025 VISION TO MAKE ARCHAEOLOGY MATTER

The Archaeology Strategy was launched in 2015 with a 2025 vision to make archaeology matter.

We want a Scotland where archaeology is for everyone!

A place where the study of the past offers opportunities for us now and in the future to discover, care for, promote and enjoy our rich and diverse heritage, contributing to our wellbeing and knowledge and helping to tell Scotland's stories in their global context.

For more information go to:

www.archaeologystrategy.scot

DELIVERING SCOTLAND'S ARCHAEOLOGY STRATEGY

About the Delivery Plan

The delivery of the Archaeology Strategy is to be led by the Scottish Strategic Archaeology Committee (SSAC), whose members represent different groups within the archaeological community in Scotland.

One of the aims of the strategy is to deliver an action plan for the next 10 years with progress and products being monitored by the Committee.

This is a living document with changes being made as the strategy is delivered and progress is made. It will be constantly monitored and reviewed.

The draft plan is an interim document and numbering will change. It currently shows all aims. This may change once priorities and timescales are agreed.

AIM ONE
DELIVERING ARCHAEOLOGY

Lead body: Historic Environment Scotland

To broaden and deepen the impact and public benefit of archaeology within and beyond Scotland

OBJECTIVES
a. **Collaboration:** Through communication and innovative practice, to foster a culture of collaboration and ambition locally, nationally and internationally
b. **Raising Standards:** To upgrade the way that archaeological projects are structured, funded and delivered. To achieve proper resourcing, planning, execution, archiving and dissemination and to raise standards and ethics.

	Wider Strategic Objective(s)	How we can achieve the Strategic Objective(s)	Potential partners[1]	Time-scale	What we would like to achieve in the next 10 years	How we will measure progress
1.1	a. Collaboration	**1.1.1** Revise HES Archaeology Programme[2] guidelines to promote international collaboration	Other funders	2017	Increase number of projects that encourage collaborations with international partners to increase Scotland's global visibility	• Benchmark and record number of projects with international collaboration
		1.1.2 Discuss international collaboration with other funders	Other funders	2017 onwards		• Record of agreements with other funders on how they will promote international collaboration
1.2	b. Raising Standards	**1.2.1** Commission a review of the national approach to archaeological protection and recording to include comparisons to other countries and recommendations for improvements	SSAC to advise	2017 onwards	Make sure Scottish archaeology is protected and recorded through national legislation, policy and practice effectively	• Complete a review providing existing approach, comparisons and recommendations

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[1] There is a glossary of acronyms at the end of the document.
[2] Historic Environment Scotland's Archaeology Programme funds research and intervention projects to increase our knowledge and rescue archaeological information in the face of unavoidable threats. For more information go to **Historic Environment Scotland's website.**

		1.2.2 Advocate to incorporate changes	SSAC to advise			• Recommendations agreed by Committee implemented
1.3	**b. Raising Standards**	**1.3.1** Review results of Scottish Workshop on Southport Group Archaeology Report[3]	CIfA / FAME / property sector	2017 onwards	Improve archaeological commissioning and procurement (in order to stimulate project design and encourage innovation)	• Complete a review providing a summary of workshop and recommendations
		1.3.2 Facilitate discussion between archaeological service providers, consultants and those who commission services through workshops	CIfA / FAME / property sector	2017 onwards		• Complete a review providing a summary of the workshops and recommendations
		1.3.3 Review archaeological commissioning and procurement models focussing on: • supply chain management • bidding • procurement timing • forms of contract	CIfA / FAME / property sector	2017 onwards		• Complete a review providing a summary of the models and recommendations
		1.3.4 Advocate to incorporate changes	CIfA / FAME / property sector	2017 onwards		• Recommendations agreed by Committee implemented
1.4	**b. Raising Standards**	**1.4.1** Assess existing standards, guidance and promotion including: • research framework use • timely reporting against research designs • professional practice • ethics	ALGAO / CIfA / Universities	2017 onwards	Promote best practice in the management of archaeological projects	• Create standards and guidance to fill gaps • Promote a standard set of guidance for all • Review whether standards and guidance are being used

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[3] Southport Group Archaeology Report was funded by English Heritage and provided a crucial insight into the present state of the UK archaeological services market. It presented a vision for new ways of working under English planning principles and identified a series of practical recommendations and actions needed in order to realise them. For more information go to the **Chartered Institute for Archaeologists website**.

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1.5	b. Raising Standards	**1.5.1** Create a working group to review compliance with standards and the use of regulation	ALGAO / CIfA / Universities	2018	Encourage, incentivise or require compliance with existing codes, standards and guidance	• Complete a review providing options around compliance
		1.5.2 Advocate to incorporate changes				• Recommendations agreed by Committee implemented
1.6	a. Collaboration b. Raising Standards	**1.6.1** Produce a source of information to post-graduate students on projects from across the sector that have been left incomplete to encourage them to be written up.	Universities	2016 onwards	Make information from incomplete projects publicly available	• Reduction in number of projects left incomplete (also see 5.6.2)
1.7	a. Collaboration b. Raising Standards	**1.7.1** Joint workshop on advocacy priorities in Scotland to inform CIfA's policy	CIfA / AS / ALGAO	2016-17	Support better management of the historic environment including minimising duplication of effort	• CIfA Policy Workshop and Report
		1.7.2 Delivery of Archaeology Strategy through collaboration with existing groups where possible (such as OPiT)	SG / ALGAO	Medium to Long term		• Assessment of Existing Working Groups • Promote Strategy including Design strategy into future delivery models
		1.7.3 Promote the Archaeology Strategy for use by everyone	SG / ALGAO	Medium to Long term		• Communication Strategy delivered (including outreach such as Themed edition of *The Archaeologist* magazine)

AIM TWO
ENHANCING UNDERSTANDING

Lead body: Society of Antiquaries of Scotland

To increase knowledge, understanding and interpretation of the past

OBJECTIVES
a. **Research:** To promote and support research and ensure that all investigations into our past are clearly underpinned by research objectives
b. **Open:** To make knowledge discoverable, accessible, referable and reusable now and for future generations.

	Wider Strategic Objective(s)	How we can achieve the Strategic Objective(s)	Potential partners	Time-scale	What we would like to achieve in the next 10 years	How we will measure progress
2.1	**a. Research b. Open**	**2.1.1** Bring together, publish and promote use of national, local and world heritage and thematic research frameworks and strategies	HES / ALGAO / CIfA / Museums / Societies / Universities/ TTU	2016 onwards	Create a stronger research ethos in all interested in Scotland's past	• Record use of research frameworks
		2.1.2 Measure and publish the benefits of having and using research frameworks	HES / ALGAO	Medium term		• Particular projects reviewed that have tried to answer specific known research aims to outline benefits • Published as case studies
		2.1.3 Support regular updating of Scottish Archaeological Research Framework (ScARF): providing new information and considering new research priorities	HES / ALGAO	Medium term		• Update cycle reviewed • Measure ScARF updates

2.2	**a. Research**	**2.2.1** Bring together creators/ users/ managers of research frameworks of all types in workshops to highlight issues and develop greater collaboration and remove duplication of effort	HES / FAME / CIfA / MGS / NMS / ALGAO / TTU	Medium term	Ensure research frameworks encompass all aspects of archaeology (including collections, thematic and theoretical research for example) and use them to explain and promote the multiple stories the evidence can be used to tell.	• Recommendations agreed by Committee implemented • Assess use by using source references to record number of collaborative projects and duplication of research
		2.2.2 Commission/invite review of current known frameworks and highlight gaps in coverage of methods and theory	HES / FAME / CIfA / MGS / NMS / ALGAO / TTU	Medium term		• Measure ScARF updates for collections, themes and theory
		2.2.3 Support creation of local/regional and thematic research frameworks	HES / FAME / CIfA / MGS / NMS / ALGAO / TTU	2016 onwards		• Local/regional frameworks created for whole of Scotland
2.3	**a. Research b. Open**	**2.3.1** Encourage collaboration to create projects that look at 'big picture' stories for a wider audience	Education Sector / HES / ALGAO / AS	Medium Term	Encourage the creation of 'big picture' stories based on bringing together research results	• Record collaboration/ projects
		2.3.2 Create media strategies for sharing results for different audiences	Education Sector / HES / ALGAO / AS	Medium Term		• Recorded increase in media stories broken down by media type (social media, journals and so on)
		2.3.3 Research relevant projects to measure impact of creating big picture stories	HES / ALGAO	Medium Term		• Case study reports

2.4	b. Open	**2.4.1** Support projects or organisations that actively support collaboration between museums, archives and education with the aim of open access to research	HES / HLF/ Research Councils / MGS	2016 onwards	Support effective methods of sharing research results, through collaboration with a range of partners, including museums, archives and the education sector	• Assess use of open access
		2.4.2 Research relevant projects to measure impact of collaboration	HES / ALGAO	Medium Term		• Case study reports
2.5	b. Open	**2.5.1** Support the delivery of the Scottish Historic Environment Data (SHED) Strategy (especially linking existing registers and records such as Canmore and HERs)	SMR Forum / ADS / Museums	Medium to Long Term	Ensure knowledge is increasingly discoverable, accessible, referable and reusable now and for future generations by 2025	• List of data improvement projects delivered
		2.5.2 Support development and delivery of open access strategies	HES / ALGAO	Medium to Long Term		• Record of projects supported

AIM THREE
CARING AND PROTECTING

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Lead body: ALGAO Scotland
Museum Sector

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To ensure that the material evidence of the human past is valued and cared for by society and managed sustainably for present and future generations

OBJECTIVES
a. **Management:** To enhance existing and develop new methods that encourage the sustainable management and protection of our archaeological resource
b. **Expert Advice:** To ensure those managing change have access to expert advice and data
c. **Sharing Knowledge:** To ensure that, where an archaeological asset is subject to change, the information that it contains is transformed into high quality, accessible knowledge and enhanced understanding
d. **Accessing Collections:** To ensure the management of collections in museums and archives supports their accessibility for learning, research, creativity and participation.

	Wider Strategic Objective(s)	How we can achieve the Strategic Objective(s)	Potential partners	Time-scale	What we would like to achieve in the next 10 years	How we will measure progress
3.1	b. Expert Advice	**3.1.1** Advocate the benefits of maintaining skills and applied expertise through publishing an annual audit (linked to SHEA) designed to promote and measure the provision of expert advice in Scotland (e.g. within the planning system, forest planning, agri-environment and transport)	*ALGAO Lead:* HES / BEFS / SMR Forum / Universities	2016 onwards	Provide access to suitably qualified expert advice in decision making	• Increase in awareness in public bodies of importance of expert advice and availability across the public sector
		3.1.2 Identify gaps in expert advice and provide recommendations to minimise them	*ALGAO Lead:* HES / BEFS / SMR Forum / Universities	2016 onwards		• Recommendations implemented

3.2	**b. Expert Advice** **c. Sharing Knowledge**	**3.2.1** Promote the sharing of information about new research activities and innovations using existing newsletters, training and conferences	*ALGAO Lead*: CIfA / SoAS / HES / FAME / BAJR / AS (DES)	2016 onwards	Help those providing expert advice and managing change keep abreast of new knowledge and innovations	• Record training opportunities and take-up
		3.2.2 Encourage access for expert advisors to specialised training and conferences by helping financially or through publicising events and administering attendance	*ALGAO Lead:* CIfA / SoAS / HES / FAME / BAJR / AS (DES)	2016 onwards		• Record of workshops promoted and attendance
3.3	**a. Management**	**3.3.1** Critically consider current processes following recent planning review	*ALGAO Lead:* IHBC / CIfA / BEFS / HES	2017 onwards	Improve how we manage change in the historic environment, including assessing where change is not being actively managed (with an emphasis on new and creative ways of providing incentives including policy drivers)	• Complete a review providing recommendations on managing change
		3.3.2 Generate innovative ideas for encouraging management with positive heritage impacts	*ALGAO Lead:* IHBC / CIfA / BEFS / HES	2016 onwards		• Complete a review providing recommendations on encouraging management with positive heritage impacts
		3.3.3 Advocate to incorporate changes from reviews	*ALGAO Lead:* IHBC / CIfA / BEFS / HES	2017 onwards		
3.4	**a. Management** **c. Sharing Knowledge**	**3.4.1** Review current approach to chance discoveries and archaeological emergencies (including reporting) to allow information to be accessible	*NMS Lead:* TTU / SCAPE	2016 onwards	Develop a clear, properly resourced, co-ordinated approach to chance discoveries and archaeological emergencies	• Complete a review providing a recommended approach
		3.4.2 Advocate to incorporate changes	*NMS Lead:* TTU / SCAPE	2016 onwards		

3.5	a. Management d. Accessing Collections	**3.5.1** Create a working group to review the following: • Storage (including digital) • Capacity (including staff skills) • Accessioning and cataloguing • Collection processes - Selection, retention and disposal processes • Conservation • Dissemination • Treasure Trove processes[4] • Under-reporting of finds	*NMS Lead:* MGS / TTU / AAF	2017 onwards	Review the current provision for national and local archaeological collections in museums and archives (in line with recent reports undertaken in England and Wales)	• Remit and action plan for working group • Complete a review providing recommendations • Recommendations agreed by committee and provided to sector
3.6	a. Management d. Accessing Collections	**3.6.1** Museums & archives working group to: • Revisit Royal Society of Edinburgh (RSE) advice paper on Treasure Trove • Review rationalisation criteria for the sector to enable museums to develop collections[5]	*NMS Lead:* MGS / NMS / TTU / HES / CIfA	2016 onwards	Improve collection and archiving practices	• Advice papers reviewed and revised as necessary • Rationalisation Criteria

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[4] *Treasure Trove is a legal obligation to declare portable objects with no ownership as they are property of the Crown. It ensures that significant objects from Scotland's past are preserved in museums for public benefit.* For more information go to **Treasure Trove Scotland's website.**

[5] *Collections Rationalisation is where an organisation improves its understanding of a collection using a systematic and strategic approach to improve management and use of collections and maximise resources, refocus collecting activity and increase public access.*

AIM FOUR - ENCOURAGING GREATER ENGAGEMENT

Lead body: Archaeology Scotland

To enable and encourage engagement with our past through creative and collaborative working, active involvement, learning for all ages and enhanced archaeological presentation

OBJECTIVES

a. **Engagement** - To encourage creative and collaborative archaeological activities, developing better ways of engaging people with the process and results

b. **Education** - To maximise the role archaeology can play in learning for people of all ages, benefiting from everyone's contribution towards valuing, understanding and promoting our past

c. **Presentation** - To increase and improve the presentation and interpretation of archaeological information.

	Wider Strategic Objective(s)	How we can achieve the Strategic Objective(s)	Potential partners	Time-scale	What we would like to achieve in the next 10 years	How we will measure progress
4.1	**a. Engagement**	**4.1.1** Organise collaborative workshop(s) to share knowledge and skills in regard to wider public engagement and help produce best practice guidance	SoAS (DigIt) / CIfA / HES / ALGAO / FCS	2018	Support collaborative partnerships within and beyond the archaeological community to: - enable wider public engagement - reach broad and diverse audiences - maximise resources - promote information exchange	• Review of Dig It! 2015 • Summary of workshop and recommendations for best practice guidance
		4.1.2 Implement best practice in existing initiatives such as Year of Archaeology 2017, Dig It! 2015, Scottish Archaeology Month, Perthshire Archaeology Month and Highland Archaeology Festival	SoAS (DigIt) / CIfA / HES / ALGAO / FCS	2018 onwards		• Best practice guidance issued • Use of guidance reviewed
		4.1.3 Review strategic opportunities to widen audiences through policy, legislation and strategies (for example, Community Empowerment Bill, tourism initiatives, historic environment data, local government)	SoAS (DigIt) / CIfA / HES / ALGAO / FCS	2018 onwards		• Complete a review providing recommendations

4.1	**a. Engagement**	**4.1.4** Advocate to incorporate changes	SoAS (DigIt) / CIfA / HES / ALGAO / FCS	2018 onwards		• Recommendations implemented
		4.1.5 Develop common evaluation methods to measure project success and enable increased participation (including tourism impact)	BEFS / HES / OPiT HTG / HLF / AHRC / Creative Scotland / Visit Scotland / ALGAO / FCS	2018 onwards	Support collaborative partnerships within and beyond the archaeological community to: - enable wider public engagement - reach broad and diverse audiences - maximise resources - promote information exchange	• Produce 'Measuring Participatory Success in Archaeology' framework and guidance
		4.1.6 Review success of common evaluation methods and widen to include all wider public participation in archaeological projects and initiatives	BEFS / HES / OPiT HTG / HLF / AHRC / Creative Scotland / Visit Scotland / ALGAO / FCS	2018 onwards		
		4.1.7 Promote a 'Measuring Participatory Success in Archaeology' framework once produced and encourage all those undertaking archaeology in Scotland to use it	BEFS / CIfA / ALGAO / FCS	2018 onwards		• Record number of people accessing the framework
		4.1.8 Encourage the use of archaeological results and information in other sectors (such as use of information on coastal archaeological sites to understand and predict impacts of climate change)	BEFS / CIfA / ALGAO / FCS / HES / SCAPE	2016 onwards		• Case Study Report with number of known cases of re-use

4.2	b. Education	**4.2.1** Create an 'Archaeology and Learning' working group which aims to work with a wide range of stakeholders to improve the following:	GEM Scotland / HLF / HES / Heritage Education Forum / ALGAO / FCS / OWL	2016 onwards		• Remit and action plan for working group
		4.2.2 *Resources* • Review existing educational resources and supporting advice and grants • Develop and moderate an online portal allowing the exchange of ideas and best practice amongst the archaeological and teaching communities, listing educational resources and loan kits together with information about their distribution and collection and the availability of supporting advice and grants	GEM Scotland / HLF / HES / Heritage Education Forum / ALGAO / FCS / OWL	2016 onwards	Develop and promote best practice around integrating archaeology within the wider learning framework (promoting it as a key learning tool in the Curriculum for Excellence and helping teachers be better prepared to engage with archaeology and incorporate it into their teaching)	• Review use of online portal

4.2	b. Education	**4.2.3** *Links between archaeology professionals and teachers* • Develop guidance in relation to incorporating 'Archaeological Education' into current undergraduate Archaeology courses in Scotland. • Promote the concept of 'Archaeological Educator' (archaeologists trained to integrate with the national curricula)	GEM Scotland / HLF / HES / Heritage Education Forum / ALGAO / FCS / OWL	2016 onwards	Develop and promote best practice around integrating archaeology within the wider learning framework (promoting it as a key learning tool in the Curriculum for Excellence and helping teachers be better prepared to engage with archaeology and incorporate it into their teaching)	• Record awareness of the role of Archaeological Educator
		4.2.4 *Importance of archaeology in learning* • Develop guidance package in 'Archaeology in Schools and Lifelong Learning' with a view to incorporate into current teacher training courses in Scotland, contributing to teacher training / CPD and teaching college programmes in order to increase the engagement of archaeology in schools. • Engage with the teaching community via workshop(s) (including the Heritage Education Forum) Promote Lifelong Learning initiatives and the potential for links between primary, secondary and tertiary education	GEM Scotland / HLF / HES / Heritage Education Forum / ALGAO / FCS / OWL	2016 onwards		• Record inclusion of archaeology in teacher training courses • Record use of archaeology as a learning topic in schools • Record number of lifelong learning initiatives focussing on archaeology

4.3	c. Presentation	**4.3.1** Promote building capacity within all archaeological funding for projects that provide interpretation that includes wider engagement with, and long term benefits for, the public	HES / ALGAO / FCS / MGS / NMS	2016 onwards	Enable and promote opportunities for wider public engagement through interpretation and presentation of archaeological projects (such as museum displays, travelling displays and onsite interpretation)	• Production of best practice guidelines • Review whether guidance is being used
		4.3.2 Produce best practice guidelines on 'popular presentation' with exemplar case studies	HES / ALGAO / FCS / MGS / NMS	2016 onwards		• Production of best practice guidelines • Review whether guidance is being used
		4.3.3 Promote 'popular presentation' through existing channels, such as 'Resourcing Scotland's Heritage' project and networking opportunities	HES / ALGAO / FCS / MGS / NMS	2016 onwards		• Training workshops on fundraising for 'popular presentation' and good practice delivered

AIM FIVE
INNOVATION AND SKILLS

Lead body: Chartered Institute for Archaeologists

To ensure that people have the opportunity to acquire and use the archaeological skills that they need or desire, and that those skills provide the underpinning for innovation in the understanding, interrogation, learning and funding of archaeology

OBJECTIVES
a. **Learning:** To develop and promote the supply of training and learning resources and opportunities at all levels to equip current and future generations
b. **Skills:** To demonstrate the importance of archaeological skills to employers and clients in order to promote demand
c. **Collaboration:** To improve collaborative links, knowledge transfer and creative synergies between universities, communities, museums, businesses, local authorities and the arts sector
d. **Innovation:** To support the innovation, development and application of cutting-edge scientific techniques, more creative ways of funding, organising and managing archaeological projects, and new approaches to communicating and teaching archaeology.

	Wider Strategic Objective(s)	How we can achieve the Strategic Objective(s)	Potential partners	Time-scale	What we would like to achieve in the next 10 years	How we will measure progress
5.1	a. Learning b. Skills c. Collaboration d. Innovation	**5.1.1** Commission a sector-wide skills, knowledge, and capacity audit within Scotland	HES / ATF / CBA / AS / MGS / FAME / NMS / UAUK	2016 onwards	Assess the current skills, knowledge, and capacity to develop an evidence base	• Audit complete
5.2	a. Learning b. Skills	**5.2.1** Disseminate the skills audit through means appropriate to our diverse audiences	HES / ATF / AS / CBA / MGS / UAUK	2016 onwards	Use the skills audit to define gaps in learning opportunities needed to supply suitably skilled archaeologists	• Analysis of audit complete
		5.2.2 Conduct a survey of training provision across the sector	HES / ATF / AS / CBA / MGS / UAUK	2017-18		• Survey complete
		5.2.3 Define a career structure with defined pathways (identifying skills, learning opportunities and evidence requirements at each stage)	HES / ATF / AS / CBA / MGS / UAUK	2017-18		• Career Models and skills

		5.2.4 Provide recommendations for future delivery of training/ learning	HES / ATF	2017-18		• Report
5.3	a. Learning b. Skills	5.3.1 Promote a greater understanding within clients and employers of accredited skills and competence necessary in archaeology including: • Using professional accreditation as a benchmark of individual skill/ competence • Using the proposed career structure defined above	FAME / HES	Medium Term	Foster a demand for skills from archaeologists, employers and those who commission services to encourage provision of training and development opportunities	• Record demand for accredited skills in advertised posts • Record demand for proof of accreditation in procurement
5.4	a. Learning b. Skills c. Collaboration d. Innovation	5.4.1 Promote and support Continuing Professional Development (CPD), including seeking sources of financial support	HES / FAME / MGS	2016 onwards	Develop and support a sustainable learning infrastructure to satisfy sector-wide needs, including the development of amateur archaeologists	• Deliver 4 one day CPD workshops • Report on progress
		5.4.2 Promote and support accredited training: professional accreditation; the NVQ in Archaeological Practice at Levels 2-4; the BAJR Skills Passport; and develop Professional Development Awards	HES / AS / CBA / ATF / BAJR / FAME / UAUK / SQA	2016 onwards		• Professionalism Workshop for all archaeologists (paid and voluntary) • develop promotional material aimed at non-graduate career entrants • identify opportunities for further promotion • Report on progress
		5.4.3 Promote and support current and developing apprenticeship programmes	HES / HLF / Prince's Trust / NTS / Skills Development Scotland / CC Skills / SQA	2016 onwards		• Support at least one registered Scottish organisation to develop a non-graduate career entry training programme • Report on progress

5.4	a. Learning b. Skills c. Collaboration d. Innovation	**5.4.4** Promote, support and seek funding for CPD initiatives, such as work-based placement schemes and internships	BAJR / HES / FAME / MGS / UAUK /	2016-18	Develop and support a sustainable learning infrastructure to satisfy sector-wide needs, including the development of amateur archaeologists	• Record number of opportunities
		5.4.5 Promote and support partnerships between universities and employers including field schools and other skills-focussed training programmes	FAME / UAUK	2016-18		• Record number of partnerships around training
		5.4.6 Develop a central online portal for all of the above archaeology skills and training resources	HES / AS / CBA / BAJR	Medium term		• Review use of online portal
5.5	a. Learning c. Collaboration d. Innovation	**5.5.1** Through various means promote archaeology as a career	HES	2016 onwards	Take strategic steps to mitigate current and future skills shortages	• Record number of archaeologists in work annually
5.6	d. Innovation	**5.6.1** Support and promote science-themed workshops aimed at increasing awareness and knowledge	HES / Universities / SoAS	2016 onwards	Support science development in Scottish archaeology	• Workshop numbers and statistics
		5.6.2 Prioritise science research ideas to students when providing project information (including assemblages) where they have been left incomplete or need further analysis	HES / Universities / SoAS	2016 onwards		• Reduction in number of projects left incomplete (also see 1.6.1)
		5.6.3 Explore mechanisms for providing Scotland-wide science advice	HES	Medium Term		• Proposal Produced

Acronyms

AAF	Archaeological Archives Forum
ADS	Archaeology Data Service
AHRC	Arts and Humanities Research Council
ALGAO	Association of Local Government Archaeological Officers
AS	Archaeology Scotland
ATF	Archaeology Training Forum
BAJR	British Archaeological Jobs Resource
BEFS	Built Environment Forum Scotland
Canmore	Canmore
CBA	Council for British Archaeology
CC Skills	Creative and Cultural Skills
CIfA	Chartered Institute for Archaeologists
CPD	Continued Professional Development
DES	Discovery and Excavation in Scotland
FAME	Federation of Archaeological Managers and Employers
FCS	Forestry Commission Scotland
GEM Scotland	Group for Education in Museums Scotland
HES	Historic Environment Scotland
HERs	Historic Environment Records (also Pastmap)
HLF	Heritage Lottery Fund
IHBC	Institute of Historic Building Conservation
MGS	Museums and Galleries Scotland
NMS	National Museums Scotland
NTS	National Trust for Scotland
NVQ	National Vocational Qualification
OPiT	Our Place in Time (Historic Environment Strategy for Scotland)
OWL	Outdoor and Woodland Learning
RSE Advice Paper	Royal Society of Edinburgh Advice Paper
RSH	Resourcing Scotland's Heritage
SCAPE	Scottish Coastal Archaeology and the Problem of Erosion
ScARF	Scottish Archaeological Research Framework
SG	Scottish Government
SHED	Scottish Historic Environment Data
SMR Forum	Sites and Monuments Record Forum
SoAS	Society of Antiquaries of Scotland
SQA	Scottish Qualifications Authority
TTU	Treasure Trove Unit
UAUK	University Archaeology UK
WHS	World Heritage Site