

Minute

Education, Leisure and Housing Committee

Wednesday, 16 February 2022, 09:30.

Microsoft Teams.



Present

Councillors Gwenda M Shearer, Alexander G Cowie, Stephen G Clackson, Barbara Foulkes, Steven B Heddle, J Harvey Johnston, W Leslie Manson, John T Richards, John A R Scott, James W Stockan, Magnus O Thomson and Owen Tierney.

Mary Maley and Reverend Fraser Macnaughton.

Councillors Robin W Crichton, David Dawson, Rachael A King, Graham L Sinclair and Heather N Woodbridge (who had been invited for Item 15).

Clerk

- Sandra Craigie, Committees Officer.

In Attendance

- James Wylie, Executive Director of Education, Leisure and Housing (for Items 1 and 2 and 4 to 16).
- Peter Diamond, Head of Education (for Items 1 to 14).
- Colin Kemp, Interim Head of Finance.
- Frances Troup, Head of Community Learning, Leisure and Housing (for Items 1 to 13).
- Kenny MacPherson, Interim Head of IT and Facilities (for Items 1 to 13).
- Edward Abbot-Halpin, Principal, Orkney College.
- Graham Bevan, Service Manager (Secondary and Tertiary).
- Garry Burton, Leisure and Culture Service Manager (for Items 1 to 5).
- Lesley Mulraine, Service Manager (Housing, Homelessness and Schoolcare Accommodation) (for Items 1 to 13).
- Sheila Tulloch, Solicitor.
- Hazel Flett, Senior Committees Officer.
- Vikki Kerr, Senior Archivist (for Items 1 to 4).
- David Brown, Team Leader (Information and Infrastructure) (for Items 8 to 13).

Observing

- Joanne Wallace, Assistant Principal, Orkney College.
- Keith Foubister, Works and Inspections Manager (for Items 1 to 13).
- Morag Miller, Service Manager (Primary Education) (for Items 1 to 6).
- Kirsty Groundwater, Communications Team Leader (for Items 1 to 3).
- Rebecca McAuliffe, Press Officer (for Items 3 to 16).

Apologies

- Councillor Norman Craigie (who had been invited for Item 15).
- Councillor Stephen Sankey (who had been invited for Item 15).
- Councillor Duncan A Tullock (who had been invited for Item 15).

Not Present

- Jo Hill, Teacher Representative.
- Councillor Andrew Drever (who had been invited for Item 15).

Declarations of Interest

- Councillor Rachael A King – Item 15.
- Councillor Steven B Heddle – Item 15.

Chair

- Councillor Gwenda M Shearer.

1. Disclosure of Exempt Information

The Committee noted the proposal that the public be excluded from the meeting for consideration of Items 14 and 15 as the business to be discussed involved the potential disclosure of exempt information of the classes described in the relevant paragraphs of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

2. Revenue Expenditure Monitoring

After consideration of a report by the Head of Finance, copies of which had been circulated, the Committee:

Noted:

2.1. The revenue financial summary statement in respect of Education, Leisure and Housing for the period 1 April to 31 December 2021, attached as Annex 1 to the report by the Head of Finance, indicating the following:

- A net General Fund underspend of £159,100.
- A net Non-General Fund underspend of £963,100.

2.2. The revenue financial detail by service area statement in respect of Education, Leisure and Housing for the period 1 April to 31 December 2021, attached as Annex 2 to the report by the Head of Finance.

The Committee scrutinised:

2.3. The explanations given and actions proposed in respect of significant budget variances, as outlined in the Budget Action Plan, attached as Annex 3 to the report by the Head of Finance, and obtained assurance that action was being taken with regard to significant budget variances.

Councillor Owen Tierney joined the meeting during discussion of this item.

3. Housing Revenue Account

Revenue Repairs and Maintenance Programme – Expenditure Monitoring

After consideration of a joint report by the Executive Director of Education, Leisure and Housing and the Head of Finance, copies of which had been circulated, and after hearing a report from the Head of Community Learning, Leisure and Housing, the Committee:

Noted:

3.1. The summary position of expenditure incurred, as at 31 December 2021, against the approved revenue repairs and maintenance programme in respect of the Housing Revenue Account, as detailed in section 4.2 of the joint report by the Executive Director of Education, Leisure and Housing and the Head of Finance.

The Committee scrutinised:

3.2. The explanations given in respect of significant budget variances, as detailed in Appendix 1 to the joint report by the Executive Director of Education, Leisure and Housing and the Head of Finance, and obtained assurance on progress being made with delivery of the approved revenue repairs and maintenance programme in respect of the Housing Revenue Account.

4. Orkney Archive Management Scheme

After consideration of a report by the Executive Director of Education, Leisure and Housing, together with an Equality Impact Assessment, copies of which had been circulated, and after hearing a report from the Leisure and Culture Service Manager, the Committee:

Noted:

4.1. That the Orkney Archive Service first achieved accreditation status in November 2017 when the service was awarded the Archive Accreditation Standard.

4.2. That, due to a backlog of archive services awaiting accreditation decisions by the Scottish Council on Archives caused by the Coronavirus pandemic, the Orkney Archive Service would now progress to formal re-submission to retain its accredited status in November 2023 in line with the accreditation standard procedure, with the formal three year review now incorporated into the re-submission process.

4.3. That, in order to retain accredited status, the Orkney Archive Service must have an approved current Forward Plan and other appropriate policies relating to collections development, care and conservation and collections access.

4.4. The draft Orkney Archive Management Scheme 2020-2025, attached as Appendix 1 to the report by the Executive Director of Education, Leisure and Housing, which contained the plan and policies required by the Scottish Council on Archives as the Assessing body of the Archives Accreditation Standard.

The Committee resolved to **recommend to the Council:**

4.5. That the Orkney Archive Management Scheme 2020-2025, attached as Appendix 1 to this Minute, be approved.

5. Proposed Facility Development

After consideration of a report by the Executive Director of Education, Leisure and Housing, together with an Equality Impact Assessment, copies of which had been circulated, and after hearing a report from the Leisure and Culture Service Manager, the Committee:

Noted:

5.1. That, on 13 September 2017, the Education, Leisure and Housing Committee recommended approval of the Orkney Islands Sports Facilities Strategy, incorporating the Playing Pitch Strategy, the Built Facility Strategy and Executive Summary, in so far as it related to the remit of the Council and with recognition of the limitation of current resources.

5.2. That the Orkney Islands Sports Facilities Strategy, referred to at paragraph 5.1 above, identified a number of built facility recommendations including:

- Work with other relevant local, regional and national partners to develop a purpose-built gymnastics provision, or secondary hall at the Pickaquoy Centre which could be used predominately for gymnastics.
- Increase the provision of 3G artificial grass pitch provision across Orkney with the development of a full-size pitch suitable for competitive rugby and football.

5.3. The proposal to develop a covered synthetic training pitch suitable for rugby, football and other sports, interconnecting to a separate gymnastics hall, at an estimated construction cost of £3 million.

5.4. The limited capacity at Kirkwall Grammar School and the Pickaquoy Centre, especially during the winter months, to offer indoor space which resulted in waiting lists for a number of events/clubs.

5.5. That **sportscotland** had worked with the Council to engage with sports and communities within Orkney with regard to facility requirements.

5.6. That **sportscotland** had indicated a willingness to move away from its previous application-based funding model for facility investment to a more strategic approach with the Council.

5.7. That **sportscotland** had indicated a minimum capital investment of £500,000 towards the project to develop a covered synthetic training pitch and interconnecting gymnastics hall.

5.8. That Scottish Government officials tasked with delivering the National Islands Plan had indicated a maximum capital investment of £500,000 towards the project to develop a covered synthetic training pitch and interconnecting gymnastics hall, however, there was potential for the project to attract further funding from the Scottish Government.

5.9. That, although the proposed facility would support staging of the 2025 International Island Games, its impact to the community would be felt well beyond the 2025 Games by sustaining such sport into the future.

The Committee resolved to **recommend to the Council:**

5.10. That the Executive Director of Education, Leisure and Housing should continue to progress the proposal to develop a covered synthetic training pitch suitable for rugby, football and other sports, interconnecting to a separate gymnastics hall, through the Capital Project Appraisal process.

Councillor Barbara Foulkes left the meeting during discussion of this item.

6. Orkney Schools Attainment

After consideration of a report by the Executive Director of Education, Leisure and Housing, copies of which had been circulated, and after hearing a report from the Service Manager (Secondary and Tertiary), the Committee:

Noted:

6.1. The circumstances and challenges presented by COVID-19, as set out in section 4 of the report by the Executive Director of Education, Leisure and Housing, which highlighted amendments to the data gathering process and thereafter presented in the Attainment Report.

6.2. The Orkney Schools Attainment Report for academic session 2020/21, attached as Appendix 1 to the report by the Executive Director of Education, Leisure and Housing, which outlined the level of success and achievement of children and young people.

Mary Maley left the meeting at this point.

7. Housing Service – Performance Monitoring

After consideration of a report by the Executive Director of Education, Leisure and Housing, copies of which had been circulated, and after hearing a report from the Head of Community Learning, Leisure and Housing, the Committee:

Noted:

7.1. That housing organisations were required to report performance against a number of service areas and indicators within the Scottish Social Housing Charter.

7.2. Performance in relation to the undernoted range of service areas within Housing Services for the reporting period 1 April 2020 to 31 March 2021, as detailed in Appendix 1 to the report by the Executive Director of Education, Leisure and Housing:

- Customer Satisfaction.
- Housing Quality and Maintenance.
- Access to Housing and Support.
- Homelessness.
- Neighbourhood and Community.
- Getting Good Value from Rents.
- Re-lets and Voids.
- Customer/Landlord Relationship.

7.3. Areas of positive performance within Housing Services for the reporting period, as follows:

- High levels of customer satisfaction.
- Low levels of repairs reported as emergencies.
- Low levels of repairs per property.
- Time taken to complete a medical adaptation.
- Level of stock meeting the Scottish Housing Quality Standard and Energy Efficiency Standard for Social Housing.
- Low levels of tenancy offers refused.
- Low levels of abandonments/evictions.
- Positive tenancy outcomes for homeless households, the average time to close a case is positive and a limited time is spent in temporary accommodation.
- Low levels of former tenant arrears written off.

7.4. Areas where performance within Housing Services could potentially be improved or continue to be improved, as follows:

- Time to complete non-emergency repairs.
- High percentage of tenancies ending in arrears and rising debt.
- Rising rent arrears.

7.5. That, as part of the performance monitoring processes for 2020/21, the Annual Assurance Statement required by the Scottish Housing Regulator was approved by Council in October 2021.

The Committee scrutinised:

7.6. Performance in relation to the range of service areas within Housing Services for the reporting period 1 April 2020 to 31 March 2021, as detailed in Appendix 1 to the report by the Executive Director of Education, Leisure and Housing, and obtained assurance.

8. Council House Rents

After consideration of a report by the Executive Director of Education, Leisure and Housing, copies of which had been circulated, and after hearing a report from Service Manager (Housing, Homelessness and Schoolcare Accommodation), the Committee:

Noted:

8.1. That a consultation, undertaken in December 2021, in relation to the annual increase for Council House rent levels to take effect from 1 April 2022, proposed an increase of 2.6%, which was below the Consumer Price Index which was 3.1% at September 2021.

8.2. The results of the consultation on the proposed annual increase for Council house rent levels, as detailed in section 4 of the report by the Executive Director of Education, Leisure and Housing.

The Committee resolved **to recommend to Council:**

8.3. That, with effect from 1 April 2022, Council house rents should increase by 2.6%.

9. Housing Revenue Account – Draft Budget

After consideration of a joint report by the Executive Director of Education, Leisure and Housing and the Head of Finance, copies of which had been circulated, and after hearing a report from the Head of Community Learning, Leisure and Housing, the Committee:

Resolved to **recommend to the Council** that the draft revenue budget for the Housing Revenue Account for financial year 2022/23, attached as Appendix 1 to the joint report by the Executive Director of Education, Leisure and Housing and the Head of Finance, be submitted to the Policy and Resources Committee for consideration through the budget setting process.

10. Housing Revenue Account

Revenue Repairs and Maintenance Programme – Proposed Programme for 2022/23

After consideration of a report by the Executive Director of Education, Leisure and Housing, copies of which had been circulated, and after hearing a report from the Head of Community Learning, Leisure and Housing, the Committee:

Resolved to **recommend to the Council** that, subject to an adequate service revenue budget being established, the undernoted programme of revenue repairs and maintenance for the Housing Revenue Account for 2022/23, totalling £1,548,500, be approved:

- Cyclical Maintenance – £80,000.
- Planned Maintenance – £581,500,
- Reactive Repairs – £320,000.
- Voids/Improvements/Adaptations – £365,000.
- In-House Professional Fees – £202,000.

11. Energy Efficiency Standard for Social Housing 2

After consideration of a joint report by the Executive Director of Education, Leisure and Housing and the Interim Executive Director of Environmental, Property and IT Services, copies of which had been circulated, and after hearing a report from the Team Leader (Information and Infrastructure), the Committee:

Noted:

11.1. That, from 1 January 2021, the previous energy efficiency elements of the Scottish Housing Quality Standard was superseded by the second Energy Efficiency Standard for Social Housing.

11.2. That all social housing had to meet, or could be treated as meeting, Energy Performance Certificate Band B, or be as energy efficient as practically possible, by 31 December 2032 and within the limits of cost, technology and necessary consent.

11.3. That, from December 2025, subject to temporary specified exemptions, social housing, which was below Energy Performance Certificate Band D, could not be re-let.

11.4. That significant investment would be required to ensure the Council's housing stock met Energy Efficiency Standard for Social Housing 2 (ESSH2) by 2032, as detailed in Appendix 1 to the joint report by the Executive Director of Education, Leisure and Housing and the Interim Executive Director of Environmental, Property and IT Services, and summarised as follows:

- A total of 701 properties required energy efficiency works to be undertaken by December 2032 to meet ESSH2.
- The estimated cost of the energy efficiency works was £15.6 million.
- A total of 270 properties already met the requirements of ESSH2.

11.5. That, in order to ensure affordability for the Housing Revenue Account and, in turn, Council tenants' rents, additional external funding required to be sourced in order to deliver ESSH2.

11.6. That the Scottish Government was making £100 million available over the next five years to support social housing projects across Scotland to install zero carbon technologies and energy efficiency measures to existing stock.

11.7. That, although timescales for securing and delivering projects were challenging, securing Scottish Government funding was essential to assist with the affordability of meeting ESSH2.

11.8. That, as the proposed ESSH2 works appeared to be more significant in scale to the previous ESSH works, which were delivered through the Housing Revenue Account's revenue repairs and maintenance programme, the additional works were likely to be assessed as being capital in nature.

11.9. That, as the nature of the ESSH2 works could only be clarified once the operational plan detail was fully developed and reviewed, it would therefore be prudent at this stage to assume that the Capital Project Appraisal process may require to be followed.

The Committee resolved to **recommend to the Council**:

11.10. That, in principle, the summary of works and costs required to deliver EESSH2, attached as Appendix 2 to this Minute, be approved.

11.11. That, considering the limitations outlined at paragraphs 11.8 and 11.9 above, acknowledging that delivery was dependent on sufficient funds being available from the Housing Revenue Account, together with additional grant funding assistance from the Scottish Government, the Executive Director of Education, Leisure and Housing should develop the summary of works and costs required to deliver EESSH2 into a detailed programme for consideration through the Capital Project Appraisal process.

12. Gateway Housing – The Grind, Eday

After consideration of a report by the Executive Director of Education, Leisure and Housing, copies of which had been circulated, and after hearing a report from the Service Manager (Housing, Homelessness and Schoolcare Accommodation), the Committee:

Noted:

12.1. That, on 8 September 2021, when considering future arrangements for use of The Grind, Eday, following changes in private sector housing legislation, the Education, Leisure and Housing Committee recommended that the Executive Director of Education, Leisure and Housing should consult Eday Community Council regarding the two options in respect of future arrangements for use of The Grind, Eday, namely Mid-Market Rent or Social Rented Housing.

12.2. That, following consultation, Eday Community Council confirmed support for The Grind, Eday, being let as a mid-market rental property.

The Committee resolved to **recommend to the Council**:

12.3. That the Eday Partnership should develop a mid-market rent policy, in consultation with the Executive Director of Education, Leisure and Housing, to enable The Grind, Eday, to be let as a mid-market rental property.

12.4. That powers be delegated to the Executive Director of Education, Leisure and Housing, in consultation with the Solicitor to the Council, to amend the management agreement in respect of The Grind, Eday, to reflect the amended letting arrangement, referred to at paragraph 12.3 above.

13. Exclusion of Public

On the motion of Councillor Gwenda M Shearer, seconded by Councillor Alexander G Cowie, the Committee resolved that the public be excluded for the remainder of the meeting, as the business to be considered involved the disclosure of exempt information of the classes described in the relevant paragraphs of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

14. College Management Council Sub-committee

Under section 50A(4) of the Local Government (Scotland) Act 1973, the public had been excluded from the meeting for this item on the grounds that it involved the disclosure of exempt information as defined in paragraphs 1, 6 and 11 of Part 1 of Schedule 7A of the Act.

After consideration of the draft Minute of the Meeting of the College Management Council Sub-committee held on 7 February 2022, copies of which had been circulated, the Committee:

Resolved:

14.1. On the motion of Councillor Gwenda M Shearer, seconded by Councillor J Harvey Johnston, to approve the Minute of the Meeting of the College Management Council Sub-committee held on 7 February 2022 as a true record.

The Committee resolved to **recommend to the Council:**

14.2. That the recommendations at paragraphs 4 and 6 of the Minute of the Meeting of the College Management Council Sub-committee held on 7 February 2022, attached as Appendix 3 to this Minute, be approved.

Reverend Fraser Macnaughton left the meeting at this point.

15. Orkney College Business Planning Review

Councillor Steven B Heddle declared a non-financial interest in this item, in that he was a visiting professor for the University of the Highlands and Islands, and left the meeting at this point.

Councillor Rachael A King, who had been invited for this item, declared a non-financial interest, in that a close family member was employed by Orkney College, and left the meeting at this point.

Under section 50A(4) of the Local Government (Scotland) Act 1973, the public had been excluded from the meeting for this item on the grounds that it involved the disclosure of exempt information as defined in paragraphs 1, 6 and 11 of Part 1 of Schedule 7A of the Act.

After consideration of a report by the Executive Director of Education, Leisure and Housing, copies of which had been circulated, the Committee:

Noted:

15.1. That, on 20 January 2020, the College Management Council Sub-committee noted the proposal to undertake a strategic review of Orkney College.

15.2. That, also of significance to the business planning of Orkney College, was the UHI Branding and Positioning Project.

15.3. That, on 7 December 2021, the Council resolved that the recommendations of the Education, Leisure and Housing Committee relating to the UHI Branding and Positioning Project should be referred back to that Committee.

15.4. The proposal to establish a short life working group, that would conclude by the end of 2022, with a remit to inform a draft detailed business review and business plan for Orkney College.

15.5. That, on 7 February 2022, the College Management Council Sub-committee considered the proposed membership of the short life working group and suggested that membership be expanded to include further representation, including stakeholder input, as appropriate.

The Committee resolved to **recommend to the Council:**

15.6. That a short life working group, to conclude by the end of 2022, with a remit to inform a draft detailed business review and business plan for Orkney College, be established.

15.7. That core membership of the short life working group should comprise the following:

- Chair, Education, Leisure and Housing Committee.
- Vice Chair, Education, Leisure and Housing Committee.
- Chair, College Management Council Sub-committee.
- Vice Chair, College Management Council Sub-committee.
- Executive Director of Education, Leisure and Housing/Head of Education.
- Service Manager (Secondary and Tertiary Education).
- Senior Human Resources Advisor.
- Representatives from Finance, Legal and Committee Services.
- Senior Management Team of Orkney College.
- 2 Community/Business Representatives, College Management Council Sub-committee.
- 1 HISA Representative, College Management Council Sub-committee.
- 1 Staff Representative, College Management Council Sub-committee.

15.8. That stakeholders, as detailed in Appendix 4 to this Minute, should be invited to participate in the work of the short life working group, as and when required.

15.9. That the Executive Director of Education, Leisure and Housing should submit a report, to the Education, Leisure and Housing Committee in early 2023, advising of the outcome of the detailed business review for Orkney College and presenting a business plan.

The above constitutes the summary of the Minute in terms of the Local Government (Scotland) Act 1973 section 50C(2) as amended by the Local Government (Access to Information) Act 1985.

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16. Conclusion of Meeting

At 15:22 the Chair declared the meeting concluded.

Signed: Gwenda M Shearer.



Orkney Archive

Management Scheme

2020 - 2025

Orkney Archive promotes understanding of the history of the Orkney Islands by selecting, preserving and providing access to the archives of Orkney Islands Council and its predecessors, local individuals, estates, businesses and organisations, as well as published material.

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1. Purpose of the management scheme

The purpose of this scheme is to gather together the suite of policies and plans that are required to ensure that archive services are provided in a professional manner, thereby meeting the requirements of national guidelines in addition to the requirements of its stakeholders. Stakeholders are defined as those that have an interest in the present and future activities of Orkney Archive, and include:

- Orkney Islands Council, as the body responsible to taxpayers for the allocation of public funding.
- The local community, who have an interest in the archive's activities on a number of different levels, as taxpayers, members of local heritage groups, users and future users, donors and volunteers. These different classifications can, and often do, overlap.
- Members of the academic community and their students.
- Internationally, the descendants of emigrant Orcadians who retain an interest in their family history.

The scheme defines why and how Orkney Archive acquires, preserves, and develops its collections, as well as how it facilitates access to the archive collections and published works in its care.

This scheme serves as a guide for archive service staff and demonstrates to external organisations and individuals that Orkney Archive has adopted recognised professional standards and aims to follow good practice.

2. The role of Orkney Archive

Orkney Archive provides the archival service for Orkney Islands Council and for the area served by that council. Under sections 53 and 54 of the Local Government etc. (Scotland) Act 1994, Orkney Islands Council is empowered to make proper arrangements for the preservation and management of any records which have been transferred to them, created or acquired by them in the exercise of any of their functions or otherwise placed in their custody by way of gift, purchase, temporary or long-term deposit.

The Public Records (Scotland) Act 2011 requires that a local authority publishes a records management plan, which includes particular provision about archiving, destruction or disposal of public records, including proper arrangements for records of enduring value to be transferred to an appropriate archive repository. Orkney Archive is identified within the Council's records management plan as the appropriate place of deposit for its archives.

Orkney Archive has also been accepted by the Keeper of the Records of Scotland as the archive for the records of Orkney Islands Council, and as a place of deposit for records under his charge and superintendence.

Orkney Archive seeks to abide by all relevant archive and records legislation, including but not limited to:

- Public Records (Scotland) Act 2011.
- Data Protection Act 2018 (DPA 2018), and the UK General Data Protection Regulation (UK GDPR).
- The Freedom of Information (Scotland) Act, 2002.
- BS4971:2017, Conservation and care of archive and library collections.
- BS16893:2018, Conservation of Cultural Heritage – specification for location, construction and modification of buildings or rooms intended for the storage or use of heritage collections.
- BSI PAS 197:2009 - Code of practice for cultural collections management.
- Environmental Information (Scotland) regulations, 2004.

3. Covid-19 pandemic

***updated October 2021 to reflect changes in dealing with the pandemic and public access.**

The Covid-19 pandemic has had, and continues to have, a wide-ranging effect on the delivery of the archive services. Physical access has been very limited and is only now returning to some semblance of pre-Covid times. Various measures have been put in place to develop alternative methods of access during the lifetime of this Management Scheme and are reflected throughout this document.

4. Definition and value of archives

Archives are collections of materials (including documents, papers, books, electronic files, records, films, objects) that are deemed historically, culturally or socially important. Archives preserve these for future generations.

Orkney's archives are the documented memory of the islands. They tell our stories, enrich our lives, connect us with the past and give us a sense of identity. They may be used to provide evidence of our rights as individuals, organisations and communities and, through them, we can hold authorities to account. Archives can bring families and communities together by telling us who we are and where we come from.

5. Collections Management Policy

The purpose of the Collections Management policy is to define why and how Orkney Archive acquires, preserves, develops and facilitates access to the archive and published works collections in its care.

This policy is underpinned by the BSI Code of practice for cultural collections management, PAS 197:2009; and BS4971:2017, Conservation and care of archive and library collections.

5.1 Scope of the collections

The geographical area served by Orkney Archive is that governed by Orkney Islands Council, which encompasses an archipelago of around seventy islands, of which twenty are continually populated.

The archives are in a variety of formats – parchment or vellum, paper, linen, bound volumes, photographic material, magnetic tape, microform and electronic media. Ranging in size from a few centimetres to many metres the items document Orkney's diverse history and culture from the 15th Century to the present day and include archives of estate management, people, organisations and businesses throughout Orkney, reflecting the changing landscape, communities and economy over the past five centuries.

Orkney Archive is approved by the Keeper of the Records of Scotland as a place of deposit for records under his charge and superintendence. These include records of:

- Kirkwall Customs and Excise.
- Justice of the Peace Court.
- Orkney Sheriff Court.
- Orkney Presbytery.

Orkney Archive also manages, in partnership with Orkney Library, a significant collection of over 6000 books and other printed material relating to the Northern Isles – The Orkney Collection. It provides a local studies resource, which enhances the value of the archive as a centre for research and study.

5.2 Management of the Archive collections

Orkney Archive selects and acquires unique and irreplaceable archive material of enduring historical significance to Orkney and printed material relating to the Northern Isles, in accordance with our Collections Development Policy, as detailed in section 9 below. The transfer of council records to the archive is governed by the Orkney Islands Council Retention and Disposal Schedule. Orkney Archive will also accept deposits or donations of archive collections from organisations and individuals for the benefit of future research. Orkney Archive Collections Development Policy aims to ensure that the collections continue to accurately reflect the lives of individuals and communities throughout the islands.

Orkney Archive lists, catalogues and provides information about the archive collections in accordance with the Collections Development Policy. Cataloguing is carried out by trained and qualified staff, under the direction of the Senior Archivist. Collections are documented in accordance with appropriate professional standards and collection level entries are made available online on the Scottish Archive Network (www.scan.org.uk). Descriptions are created in accordance with the guidelines defined in the International Council on Archives General International Standard of Archival Description [ISAD(G)].

Orkney Archive seeks to preserve, care for and undertake archive conservation work on the archive collections in accordance with the guidance in BS4971:2017. Storage in purpose built, environmentally controlled strongrooms, supervised use of the collections and assessment of condition, followed by appropriate remedial action, ensure that the archives are preserved to a high professional standard.

Conservation is essential to the long-term survival and accessibility of the archive collections and, when required, such work is outsourced to trained and qualified conservation professionals under the direction of the Senior Archivist.

Access to the archives is provided in accordance with and respect to the Equality Act 2010, the Freedom of Information Act (Scotland) Act 2002, DPA (2018)/UK GDPR, Environmental Information Regulations and current copyright legislation.

Direct public access is provided free of charge in the Orkney Archive search room, with staff present to assist visitors in finding the information they need and, where possible, to interpret the archive collections. Orkney Archive is committed to promoting equality of opportunity in all aspects of the service.

Orkney Archive recognises the value, as well as the risks, of exhibiting original archive material. In this regard Orkney Archive aims to fulfil the requirements as set out in BS4971:2017.

All physical access to the records will be risk-assessed to ensure, as far as possible, the safety of both staff and service users.

5.3 Management of the Local Studies Collection

The Orkney Collection, comprising of books and printed material relating to the Northern Isles, is managed, developed and preserved in accordance with the Orkney Library & Archive Stock Management Policy.

Professional advice and support in developing, classifying and cataloguing the Orkney Collection is provided by qualified librarians who are members of CILIP Scotland (The Chartered Institute of Library and Information Professionals in Scotland).

5.4 People and training

Orkney Archive manages, preserves and conserves archives, books and printed material collections effectively by providing an adequate level of staffing and ensuring that the people who work in the Archive understand the value and significance of the collections and are appropriately skilled and trained. All staff are trained in the necessary skills to carry out their defined roles in supporting the preservation of our collections, and in accordance with Orkney Islands Council's Corporate Learning and Development Policy.

Orkney Archive manages the health, safety and well-being of all staff and volunteers working with the collections, in accordance with the Health and Safety at Work Act 1974 and Orkney Islands Council's Corporate Health and Safety and Dignity at Work policies.

Professional archivists are encouraged to become members of the Archives and Records Association and are expected to adhere to its code of conduct and to continue to develop their professional knowledge and skills. Non-professional members of staff are encouraged to continue to develop their skills as part of an annual employee review and development process.

5.5 Monitoring and review

The strategic aims for managing Orkney's archive collections have been incorporated into a five year Forward Plan. The Forward Plan is reviewed annually by the Orkney Library & Archive management team.

6. Orkney Archive Forward Plan 2020 – 2025

The aim of Orkney Archive is to safeguard the future of the unique, rich and irreplaceable archival heritage of Orkney and to provide an excellent and responsive archive service. This is carried out in a number of ways; by collecting and preserving archive collections and published material relating to past and present life in Orkney, by encouraging the use of archives and local history sources through the public services that are provided, and by increasing appreciation and enjoyment of Orkney's archival heritage through interpretational and promotional activities, which form an integral part of the work of Orkney Archive.

The archive service works to a five year Forward Plan which sets out the direction to be taken to enable the service's continuing development. This Forward Plan has been developed after considering staff and stakeholders' feedback and is underpinned by a range of service policies and a regular monitoring schedule.

The challenge over the five years of this Forward Plan is to continue to deliver excellent and high-quality archive and local history services against a background of decreasing budgets, shifting staffing structures and the difficulties of providing physical access caused by the Covid-19 pandemic. The focus over the next five years will, initially, be to adapt the provision of archive services in the light of the pandemic, so that researchers can still access the records, but in a manner that is safe for both them and staff, and also protects the records.

A further aim will be to raise awareness of services available to all service users, whether living in Orkney or elsewhere. This will be achieved by extending online access through additions to the Orkney Library & Archive website and increasing direct access by improving and adding to online finding aids. A key element of this is to provide online access to the archive catalogue. This aim was included in the Orkney Archive Forward Plan 2017 – 2020 but was not achieved due to technical and financial constraints. It is recognised, particularly in these times of travel restrictions, as the most important method of raising awareness of and improving access to the archive collections, so is included in the Forward Plan for 2020 - 2025.

6.1 Service profile

Orkney Archive forms part of the Orkney Library & Archive service, which is part of Leisure, Culture and Inclusion Services within the Education, Leisure and Housing Service provided by Orkney Islands Council.

6.2 Service aims

To preserve the recorded heritage of Orkney for present and future generations by locating, collecting and preserving irreplaceable archive collections and printed material.

To contribute to local democracy and local authority accountability by ensuring that the archives of Orkney Islands Council and its predecessors are preserved for present and future use by the Council and the public.

To reinforce the role of the archive as a keeper of community memory, promoting social inclusion and a sense of place, whilst recognising the differences between each island and community.

To support and encourage research on all aspects of Orkney's heritage.

To provide wider access to Orkney's documentary heritage for all, including those disadvantaged through disability, income or geographical remoteness.

To support the ancestral tourism industry as an economic boost to all areas of Orkney.

To provide a high quality and responsive archive and heritage service by effective and efficient management within available resources and in accordance with best practice.

To respond to the challenge of managing digital information so that it is accessible now and remains so in the future.

6.3 Service delivery

Orkney Archive service is operated through a single record office located at the Orkney Library & Archive building in Kirkwall. Office space is provided for two partner organisations within the building - Orkney Family History Society and Orkney Talking Newspaper.

Orkney Archive service presents and interprets collections to the public through displays and exhibitions throughout the building and interprets local history by making copies of selected archive material available to the public at Stromness Library.

Orkney Archive has developed a strong partnership with Orkney Museum Services and supports them in the creation of exhibitions at various sites. Archive staff provide specialist advice on collection management to heritage groups and individuals throughout Orkney.

6.4 A review of the Orkney Archive Forward Plan 2017 – 2020

The end of the period of the 2017-2020 Forward Plan has seen many successes in meeting the aims of the plan, and in some areas a disappointing lack of progress.

Five headings were used to identify the different areas of the service that were identified as desirable to improve, or maintain at present levels:

1. An integrated onsite and online customer experience

Three desired outcomes were identified:

1. Maintaining a high level of user satisfaction, both onsite and online.
2. Provide online access to more indexes to archives.
3. Work in partnership with Orkney Museum Service to provide access to a joint online catalogue.

In an onsite and online survey of users of all Orkney Library & Archive services, held in March/April 2020 of those respondents that used the archive service, given the choices excellent, good, fair or poor, 100% rated the service either excellent or good (78.6% said excellent, 21.4% said good).

In August 2017 a re-designed Orkney Library & Archive website was launched, which provided space to make archive documents available online. Additional indexes to the archive collection, and other material, have been made available in this way, with plans to publish more in the future.

Work has continued with Orkney Museum Service to make both catalogues ready to go online, but this has not yet been achieved. The fact that it has not happened can be attributed to a combination of technical issues, financial factors and museum curators being heavily involved in a large-scale restoration project at Scapa Flow Museum.

Conclusion

Of the three projected outcomes, 1 and 2 were achieved within the timescale of the Forward Plan. Outcome 3 was not achieved due to the reasons stated but is so integral to the future of archive service delivery in the future it will continue to be a desired outcome in the new Forward Plan.

2. A sustainable service which achieves and maintains national standards

Five desired outcomes were identified:

1. Achieve Archive Accreditation.
2. Well-trained and experienced staff continuing to provide a high-quality archive service.
3. Partnerships with other organisations.

4. Continue to provide archive facilities to national standards.
5. Increase revenue.

Orkney Archive was awarded accreditation in October 2017, with a mid-term update due to be submitted to the Accreditation Review Committee in November 2020 and re-application required in 2023. The Covid-19 pandemic has caused some slippage to these timescales.

Archive staff continue to provide a high-quality service which is valued by archive service users, as evidenced by survey results and service user feedback. Staffing levels were maintained throughout the period of the plan.

Orkney Archive has worked in partnership with several organisations and institutions over the period of the plan:

- July to October 2018: Stills Gallery, Edinburgh – an exhibition of the work of two artists, Gunnie Moberg and Margaret Tait, featuring material from the archive.
- November 2018: Gallery of Modern Art (GoMA), Glasgow – a celebration of the life and work of Orcadian film-maker Margaret Tait. Film installations were accompanied by a display of archival photographs, ephemera and other materials from Orkney Archive.
- September 2018 to July 2019: Worked in partnership with Orkney Library and Scottish Book Trust to deliver Orkney Story Stack project – improving digital skills through an oral history project.
- November 2019: Being Human Festival, organised by Robert Gordon University in partnership with Orkney Library & Archive, and using archive material.
- 2019: Advising the North Isles Landscape Partnership on setting up and supporting local heritage centres in the North Isles.

Orkney Archive continues to provide facilities that meet national standards, in particular BS4971:2017, Conservation and care of archive and library collections and PAS 197:2009, Code of practice for cultural collections management. New working practices were developed in light of the introduction of the General Data Protection Regulation (GDPR) in May 2018, to ensure that the management of personal information within the archive meets the requirements of the new regulations.

Revenue has not increased but has remained broadly at a similar level throughout the period of the 2017-2020 Forward Plan. It is in part due to a change in service user permissions, which allows them to copy archive documents using their own devices rather than staff providing photocopies for a charge. This was initiated because, after discussion among Scottish local authority archives, it was agreed that the change in copying permission provided the documents with greater protection from damage during the copying process, and that was of more long-term value than the small loss of revenue. Remote users are still charged a fee for providing copies of documents so it is expected that the publication of the archive catalogue online will increase revenue from that source in the future.

Conclusion

Of the five projected outcomes, 1 to 4 were achieved within the timescale of the Forward Plan. Outcome 5, to increase revenue, has proved difficult to achieve, particularly with the closure of the archive in March 2020 due to the Covid-19 pandemic. It is likely that online services will become more important as a source of revenue over the period of the 2020-2025 Forward Plan, so they will need to be developed to make that possible.

3. Improving and promoting user access to archive collections

Four desired outcomes were identified:

1. Increased visitor numbers to Orkney Library & Archive website and social media pages.
2. Achieve target of 500 hours of cataloguing per year.
3. Online access to archive catalogue, resulting in higher visitor numbers and revenue.
4. Enhanced user experience both online and onsite.

The statistics for online visits to the Orkney Library & Archive website and social media pages appear to show a change in the way visitors are accessing online services, with visitor numbers to the main Orkney Library & Archive website decreasing, though still quite respectable, but the numbers of visitors to the social networking feeds and archive blog increasing. There are always spikes in visitor numbers to these services as certain posts grip the public imagination more than others but, on average, all feeds have shown a steady increase. The statistics for the archive blog show an increase in visitor numbers of 11,638 between 2017 and 2019.

The cataloguing target was originally set in an arbitrary manner, on a trial basis, and has not been achieved in any of the three years of the Forward Plan (417 hours in 2017/18, 408 hours in 2018/19 and 475 hours in 2019/20). Considering the small number of archive staff and the extra demands placed on them over the timescale of the Plan by activities connected to the centenary of the First World War, this is understandable. However, as the figure of 500 hours was originally chosen as a trial amount, altering the target to 400 hours will ease the pressure on staff, free up time for other duties and will still make considerable inroads into the cataloguing backlog.

Online access to the archive catalogue has already been covered in Heading 1 above (page 8).

User experience is measured through feedback from archive users, both onsite and online. Responses to a survey of users held in March/April 2020, showed that 100% of archive users rated the service either excellent or good (78.6% said excellent, 21.4% said good). Over the period of the Forward Plan more documents have been made available through the Orkney Library & Archive website, blog visitors have continued to increase and new copying guidelines for visitors have proved popular, as well as offering greater protection to the records.

Conclusion

Of the four projected outcomes, 1 and 4 have been achieved to an acceptable level within the timescale of the Forward Plan. A change to item 2, reducing the cataloguing target from 500 to 400 hours per year, is recommended, for the reasons stated above. Item 3 has not been achieved for the reasons stated on page 10.

4. Ensuring the care of archive collections for the future

Four desired outcomes were identified:

1. Improvements in the care of collections.
2. Digitisation of the analogue sound archive collection.
3. Staff time re-prioritised to include preservation surveys and collection management.
4. Procedures created for the management of, and storage of born-digital records received internally from Orkney Islands Council and other external depositors in the future.

In 2019 the obsolete environmental control system was replaced in all four archive storage areas, providing a more consistent and controllable environment within each area which meets the standards required BS4971:2017. Changes have also been made to the document access conditions, allowing researchers to use their own electronic devices to make copies of documents. This change to access conditions reduces the risk of damage occurring during the photocopying process.

Digitisation of the Orkney Sound Archive OSA collection was completed in 2019.

Staff time has been re-prioritised to allow professional staff more time away from the archive reception desk to complete collection management requirements. This has resulted in better management of storage space, accessions, and improvements to the archive catalogue.

Orkney Islands Council is developing an electronic document and records management system (EDRMS), with a delivery date of March 2023. Procedures for archive storage and access will be included in the EDRMS.

Conclusion

Of the four projected outcomes, items 1 to 3 have been achieved to an acceptable level within the timescale of the Forward Plan. Item 4 is underway but, as part of a council-wide project, is not within the direct control of archive staff. However, the completion of the EDRMS project is expected by the end of the Forward Plan 2020-2025.

5. Extending volunteer working opportunities

Three desired outcomes were identified:

1. Increased use of volunteers.
2. Continue partnership working with Voluntary Action Orkney.
3. Increase accessibility to collections.

During the period of the 2017-2020 Forward Plan the archive engaged 22 volunteers, who completed a total of 1481 hours on different projects. Most volunteers have worked on the creation of a Service Personnel Database, an index of the names of all service personnel that appear in the records of the archive. 11 volunteers were still working at the archive when lockdown occurred due to the Covid-19 pandemic.

Partnership working with Voluntary Action Orkney has continued over the period of the Plan, with all volunteering opportunities being advertised and volunteers processed by them. This partnership is expected to continue through the term of the future Forward Plan.

The work of volunteers, creating indexes to records, has improved access to many collections, among them are the Public Assistance Application Records (Poor Board Records), the Balfour Papers and the Service Personnel Database.

Conclusion

All three of the projected outcomes have been achieved to an acceptable level within the timescale of the Forward Plan. Orkney Archive has been very successful in the past at attracting volunteers. The challenge for the future will be to continue offering volunteering opportunities when physical access to the archive will be limited due to Covid-19 restrictions and attracting back volunteers that may feel a reluctance to return.

6.5 Key Archive Service aims and outcomes, 2020 – 2025

1. A positive experience for all service users

- Maintain, or improve, existing high levels of service user satisfaction.
- Maintain support for archive staff to ensure that they have the skills necessary to provide an excellent archive service.
- Develop and improve access to online information about the collections.

Projected outcomes

- Levels of staffing maintained.
- Increase quantity of indexes to archives available online.
- Work in partnership with Orkney Museum Service to provide joint online access to both service catalogues.

2. A sustainable service that continues to meet national standards

Underpinning themes

- Ensure succession planning for the service.
- Maintain professional standards for the service.
- Maintain contacts with other archive services and national bodies.
- Develop and deliver appropriate ways to earn revenue.

Projected outcomes

- Successful recruitment of new Senior Archivist following the retirement of the present incumbent and maintaining staffing levels.
- Maintain Archive Accreditation achieved in 2017.
- Increase revenue.

3. Improve service user access to archive collections

Underpinning themes

- Continue to improve the accessibility of collections by cataloguing.
- Increase online access to collection information.
- Keep onsite information up to date and relevant to service users' needs.

Projected outcomes

- Successfully adapt access protocols for the archive to take account of restrictions caused by the Covid-19 pandemic.
- Target for cataloguing of 400 hours achieved each year.
- Online access to full archive catalogue provided.

4. Ensure the care of archive collections for the future

Underpinning themes

- Meet the standards required by BS4971:2017.
- Identify records considered at more risk and provide alternative ways to provide access.
- Develop procedures for the management of digital records.

Projected outcomes

- Maintain or improve levels of care of collections in all formats.
- Explore methods of increasing archive storage within the existing building, including the capacity to store and manage digital records.

- Participate in development of Orkney Islands Council's electronic document and record management system where it affects storage and access to archived electronic records, through membership of the Information Governance Group.

5. Provide volunteer working opportunities

Underpinning themes

- Provide opportunities for people of all ages to contribute their time, learn new or make use of existing skills, and assist in making archive collections more accessible.
- Support equality and diversity in the workplace.

Projected outcomes

- Maintain levels of interest from volunteers and variety of projects.
- Continue partnership working with Voluntary Action Orkney.
- Provide increased accessibility to collections for all service users.

6.5 Conclusion

The Orkney Archive Forward Plan for 2020 – 2025 provides a structure to continue to build on the strengths of the archive service and ensure the continuing quality of its provision. It recognises the challenges caused by the Covid-19 pandemic and that there will be financial constraints on all council services over the period of the plan, and beyond, but that the archive provides services that have wide ranging benefits for Orkney and its citizens. These include economic benefits through ancestral tourism and research, and educational benefits, in particular through its support for school pupils taking part in the annual Orkney Heritage Society Fereday Prize.

It is recognised that, due to the precautions made necessary by the Covid-19 pandemic, onsite access to the archive collections may be limited for some time to come. It is therefore crucial for service continuity that online access to the archive catalogue is provided as soon as possible. Achieving this, together with increased item-level descriptions, will open up access to the collections in a way that is not currently possible, as well as provide remote service-users with a much-improved service.

It is further recognised that provisions for the effective management and preservation of digital records (both born digital, and records which have been digitised) requires serious exploration by the archive service to deal with the increasing digital content which the service has responsibility for.

7. Collections Care and Conservation Policy

The Collections Care and Conservation Policy should be read in conjunction with the Collections Management Policy, as detailed in section 5 above, which describes the statutory and legal basis for Orkney Archive, the preservation and management of its collections and the framework of standards within which it operates.

The Collections Care and Conservation Policy outlines the strategic approach of Orkney Archive in caring for and conserving the archive collections to ensure that they will be available for future generations to use, learn from and enjoy. It provides a comprehensive statement on the preservation of the archive collections and communicates principles that guide the conservation activities necessary for long term protection and security.

The policy is underpinned by the BSI Code of practice for cultural collections management, PAS 197:2009 and BS4971:2017, Conservation and care of archive and library collections.

The Senior Archivist is responsible for developing the Collections Care and Conservation policy and ensuring that it is implemented, monitored and reviewed no later than three years after the date of approval; ensuring that funding is available for collections care, conservation, and sufficient trained staff with appropriate knowledge to accomplish long-term objectives in this area.

7.1 Collections care and conservation principles

Orkney Archive stores archival material in secure and suitable accommodation, with appropriate environmental conditions, which are controlled and monitored weekly.

Relevant national standards and best practice are followed and a professional code of ethics (Archives and Record Association Code of Ethics) in all aspects of collections care and conservation is observed.

Appropriate techniques are used to stabilise and slow down further deterioration of archives with the minimum of intervention.

Access to archives is provided, whilst ensuring their protection and minimising risks from handling.

7.2 Accommodation for the archive collections

Orkney Archive aims to fulfil the requirements of BS4971:2017.

The archive collections are housed in purpose-built accommodation comprising of four strongrooms situated within a dedicated archive area of the Orkney Library & Archive building, which was completed and opened in 2003.

Archive collections are stored in the strongrooms according to their physical nature and condition, on clearly labelled mobile and static steel shelving, wall mounted wooden map racks and in steel cabinets.

Orkney Islands Council's Development and Infrastructure Service inspects and maintains the building and carries out regular testing and servicing of the fire detection system. Members of the Library & Archive management team carry out weekly tests of the intruder alarm system.

The Orkney Library & Archive building is constructed of materials designed to withstand fire and is fitted with fire doors and smoke detectors throughout the building. An automated fire detection and alarm system is linked to the Scottish Fire and Rescue Service. Automatic fire extinction is not installed because of the building design controls in place. Fire extinguishers of a type appropriate to their locations are available throughout the building.

The Fire Risk Assessment for the Orkney Library & Archive building considers the risk to the archive collections as well as to staff and visitors and documents the measures in place to minimise the risk of fire.

All archive accommodation is situated on the first floor of the building to provide protection against the dangers of flooding.

7.3 Security of the archive collections

The Orkney Library & Archive building is situated in a well-lit area of Kirkwall and has its own external lighting, reducing the risk of vandalism and theft. Internally, an intruder alarm system and CCTV cameras are fitted throughout the building.

All doors are fitted with appropriate locks. Archive strongrooms are manually locked by key with access restricted to authorised staff only. The Archive Searchroom is where archive materials are consulted by service users and is always supervised by at least one member of staff.

Lockers have been provided for visitors to secure personal possessions and to ensure that large items and bags are not brought into the public access area of the Searchroom.

7.4 Environmental control and monitoring

Orkney Archive aims to provide environmental conditions which conform to BS4971:2017. An environmental control system operates in all four strongrooms. The current system was installed in 2019 under the supervision of Orkney Islands Council's Development and Infrastructure Service.

Environmental conditions within each strongroom are set according to recommendations. Relative humidity and temperature in all storage areas are monitored on a weekly basis by archive staff.

The windows in the archive storage areas are blocked with light tight material to protect against the risk of damage by UV light and assist with environmental control. Lighting within the building is provided by fluorescent tubes which are protected by diffusers. Windows in public and staff working areas are fitted with vertical blinds and tinted glass.

Orkney Archive recognises the importance of a safe clean environment in the storage areas and the value of good housekeeping as part of collections care. All strongrooms are cleaned regularly and are regularly inspected by the Senior Archivist as part of the routine monitoring of these areas.

At Orkney Archive collections care is the responsibility of every member of staff. All staff work closely with the Senior Archivist and Assistant Archivist to minimise the risk of infestation and of carrying and transporting contaminated material within a collection. Wherever possible potential new accessions are surveyed at source or, if not, are treated within a designated area of the building to prevent cross contamination.

7.5 Packaging and storage of the archive collections

Proper cleaning, packaging and storage reduces the risk of damage to the archive collections. Orkney Archive uses appropriate conservation products; high quality acid-free paper and board, polyester sleeves, unbleached tape and plastic paperclips which meet the technical specifications recommended for archive use.

Boxes constructed from acid-free board are ordered flat packed from a specialist supplier and assembled by archive staff. These, together with acid-free folders and envelopes provide the optimum storage solution for our archive collections; light, but strong, reusable packaging which is safe and easy for staff to handle.

The physical condition of all new accessions is assessed in a designated area and appropriate preventative conservation treatment is applied, including cleaning. Contaminated archive material, which has the potential to harm or infect other collections, is placed in isolation until a solution can be arranged.

Archives are stored in the strongrooms according to their physical nature and condition - on shelves, in cabinets, drawers and boxes as appropriate for their format. The location of items is clearly indicated by shelf signs and labels, as well as within the archive catalogue.

A tidy and safe environment is sought in the strongrooms. Ladders and trolleys are provided to aid staff access and transport of heavy boxes and regular inspections are carried out by senior Library and Archive staff.

7.6 Conservation treatments

Remedial conservation is essential for the long-term survival and accessibility of the archive collections. Orkney Archive does not employ a qualified conservator, so any major conservation work required is outsourced to appropriate qualified archive conservators.

Orkney Archive recognises that regular conservation audits would provide the best protection for the records in our care, however due to the length of opening hours and staffing levels, completing an audit is currently not possible but is included, as recognition of its importance, within our Collections Care and Conservation Plan, as detailed below in section 8. Archive staff inspect documents during the retrieval and return process. Any information regarding conservation treatment required and its priority is recorded in the archive collections management system (Axiell CALM system). Individual items are prioritised for treatment depending on demand, the context of the item within the collection and/or its physical condition.

Remedial conservation treatments are carried out with the minimum of intervention in order to retain the integrity and authenticity of the item. The future storage format, storage location and anticipated use of the item also influence the level of treatment applied.

7.7 Access and handling

Orkney Archive provides access to collections in accordance with its Access Policy (see section 10 below). Archives catalogued as 'Open' are available to all users for consultation in appropriately controlled and supervised conditions and in accordance with the searchroom rules. Uncatalogued material may be produced at the discretion of archive staff.

Access to archives is subject to legitimate closure requirements, the reasonable wishes of the depositor and the physical condition of the item.

Orkney Archive supports the use of surrogate copies which are made available where the condition of the original material is unstable, or where current or anticipated use will pose a threat to its survival. Researchers are encouraged to use surrogate copies where possible to minimise handling and reduce the risk of further damage to the original.

Staff and volunteers are trained in handling archives and staff promote best practice in the searchroom. Appropriate aids are provided to researchers, such as foam book wedges, protective polyester sheets, and a variety of weights, to protect books and archives. Training is given in the use of these aids.

Orkney Archive recognises the value of using digital technology to increase access to archives and safeguard the collections. Information about the parts of the collection is available remotely through the online Scottish Archive Network catalogue (SCAN) but it is considered a priority to provide remote access to our full archive catalogue, as detailed in the Archive Forward Plan above.

Photocopies and digital copies of documents provide remote access and are supplied at the discretion of archive staff, in accordance with copyright laws and the reasonable wishes of the depositor.

Orkney Archive recognises both the benefits of displaying archives and the risks of exhibiting original material. Material from the archive collection is made available for exhibition in line with national and professional standards.

7.8 Emergency planning

Orkney Archive subscribes to Harwell Drying Restoration Priority User Service which, in the event of a disaster, will provide recovery and emergency salvage services. The Orkney Library & Archive building is constructed to retard the spread of fire and the joint service has procedures in place that, in the event of a fire, ensures protection of staff and users. These procedures have provision for staff training and testing.

In the event of a serious event that endangers the archive collection, staff will follow the procedures set out in the Orkney Archive Disaster Plan, which has been created with the assistance of staff at Harwell.

7.9 Communication and training

Orkney Archive provides advice and guidance on best practice and the importance of collections care to other Orkney Islands Council Services, external organisations and institutions, community groups, owners of private archives and the general public.

Staff communicate an understanding of the nature and value of archives and the importance of collections care and appropriate conservation through their interaction with users, outreach activities and exhibitions. All staff and volunteers are trained in handling archives and in safe working practices.

Orkney Archive maintains active professional relationships with the archival and preservation communities and organisations in the UK, including the Archives and Records Association and ASLAWG (Archivists of Scottish Local Authorities Working Group).

8. Collections Care and Conservation Plan

The Collections Care and Conservation Plan will enable Orkney Archive to minimise the risk of harm to the collections we hold, from handling and from the environment. It should be read in conjunction with the Collections Care and Conservation Policy, as detailed in section 7 above, and the Orkney Archive Forward Plan, as detailed in section 6 above, which set out the overall institutional strategic approach to Collections Care. This Plan is a more practical guide to procedures and Orkney Archive's programme to maintain or improve care of collections over time.

8.1 Building

The collections of Orkney Archive are held at the Orkney Library & Archive, Junction Road, Kirkwall. The building is maintained by Orkney Islands Council. The building is the collections' primary protection against the external environment, damage or theft by others, and is fit for purpose, providing significant protection from the elements and being of appropriate strength and quality of construction.

Floors are capable of safely supporting the loads placed on them. Changes in use, particularly in storage areas, will only be made after an assessment of loading limits.

It is recognised that the nature of archive collections is to continue to grow, and that the current storage space is close to capacity. It is therefore vital that additional suitable storage space is identified within the timescale of this Management Scheme.

The building is regularly inspected by library and archive staff and any potential threats, such as missing roofing slates, blocked gutters and water ingress are identified and reported to Development and Infrastructure Services for action.

Plant and equipment, such as lifts, are inspected periodically, in accordance with manufacturers' recommendations. Portable appliances, fire extinguishers, burglar and smoke alarms, and circuit testing are all carried out at agreed times either by appropriately trained staff or contractors.

8.2 Collections condition overview based on assessment

Orkney Archive's collections contain a broad range of materials with varying needs in terms of care and conservation. To ensure that an awareness of the condition of the collection and its needs are maintained, material will be subject to regular assessment.

Assessment takes place through regular inspection during use of the collections and by this method awareness of the needs of individual items and groups of materials continues to grow.

Assessment considers the following risks to the collections:

- The nature and vulnerability of different materials and the condition of individual items.
- Potential risks from other items and materials in the collection.
- Environmental factors, including temperature, relative humidity, light, airborne pollution and pests.
- Accidental or malicious damage.
- Theft or loss.
- Emergencies and the risks posed by the response of the emergency services to such an event.

8.3 Remedial conservation

In order to provide all items in the collection with appropriate care, and that priorities for remedial conservation are identified, the following procedures will be followed:

- Items currently in the collection are visually inspected during the retrieval and return process. After assessment the requirement for remedial work will be recorded in the CALM catalogue entry as being High, Medium or Low. It is then possible to create a prioritised list of any items requiring more immediate remedial conservation. New acquisitions will be assessed on arrival at the Archive.
- When conservation work is required it will be undertaken by suitably qualified and experienced conservators.
- It is recognised that care of the collection would be enhanced by the carrying out of a full preservation survey.

8.4 Environmental monitoring

The following ranges of temperature relative humidity (RH) are recommended (BS 4971:2017, Conservation and care of archive and library collections) as a means of preventing even sensitive archive materials from being compromised when stored alongside less critically sensitive archival material:

- 13°C to 23°C.
- 35% RH to 60% RH.

The annual average temperature in the archival storage areas should not be above 18°C however, and while there are allowances for seasonal fluctuations between these ranges, sudden and frequent variations will lead to the deterioration of the archival documents.

Environmental measurements are collected, evaluated and retained in an environmental monitoring and control file. Professional archive staff will regularly review records of relative humidity and temperature and will notify Development and Infrastructure Services if these fall outside the recommended range so that appropriate action can be taken.

8.5 Environmental control

All collections are kept within the Orkney Library & Archive building in secure storage areas. Temperature and humidity controls are in place, which achieve the conditions identified in section 8.4 for most of the time. The storage areas are kept dark when unoccupied by staff to avoid the damaging effects of UV light, and doors are kept closed except when in use to provide protection from airborne pollutants.

Archival quality materials and products are used in storage and display areas to ensure that collections are given the best protection possible. Some older, non-archival, materials are still in use in some areas of the archive, and a programme of replacement of these materials is continuing as funding allows.

8.6 Housekeeping

Orkney Archive's accommodation and collections are carefully cleaned and boxed to reduce the risk of damage being caused by infestation, mould, abrasion or chemicals. All display and storage areas and furniture are cleaned and inspected regularly. Cleaning methods, products and tools have been selected to reduce the risk of physical and chemical damage to collections.

All incoming material is examined for signs of infestation, dampness or mould. Where this is obvious items will be isolated immediately. Advice will be sought promptly, and appropriate action taken as a matter of urgency.

The design of the Orkney Library & Archive building and location of the archive within the building offer protection against the risk of infestation by insects or rodents, and this is reinforced by staff monitoring of all accommodation. Any existing items in the collection that show signs of pest infestation will be isolated from the rest of the collection until treated.

8.7 Handling

All handling of collections, whether for display, research or conservation, will be carried out in ways that minimise the risk of physical or chemical damage.

All staff and volunteers who are expected to work with the collections will be made aware of their responsibilities regarding the care of the collections during their induction training, and will undergo appropriate training in handling, packaging and safe storage methods.

Staff members are also given training on correct handling procedures during their induction to guard against personal injury or damage to archives during the retrieval or return of archives to strongrooms.

Archive staff will ensure that public access to the collections is always supervised.

8.8 Emergency preparedness

Orkney Archive operates on the principle that prevention is better than cure and seeks to identify risks to the collections and take steps to reduce the threat occurring. The Orkney Library & Archive building is constructed to retard the spread of fire and the joint service has procedures in place that, in the event of a fire, ensures protection of staff and users. However, it is acknowledged that situations beyond the control of staff can occur which could endanger the archives and impede the abilities of staff to provide an archive service.

The Orkney Archive Disaster Plan includes the information required to quickly and efficiently react to any emergency which threatens the archives or the continuity of the Archive service and will be regularly reviewed.

Orkney Archive subscribes to Harwell Drying Restoration Priority User Service which, in the event of a disaster, will provide recovery and emergency salvage services.

8.9 Action plan

Actions.	Priority.	Timescale.	Resources.
Continue regular environmental monitoring.	High.	Ongoing.	Staff time.
Identify suitable additional archive storage space.	High.	For completion by 2023.	Staff time.
Replace non-archival storage materials.	Moderate.	Ongoing.	Staff time. Materials.
Complete a preservation survey.	Moderate.	For completion by 2025.	Staff time. Closure period?

9. Collections Development Policy

A collecting policy plays an integral part of good practice in managing and caring for archive collections. This Collections Development Policy has been created to support continuing good practice at Orkney Archive and provide guidance in the future shaping of the archives in our care.

The policy aims to define the role of the archive service in the wider framework of national archive collecting and to provide clear guidance to potential depositors and to staff, ensuring effective use of resources by minimising duplication of effort and potential conflict between repositories through overlapping interest.

This policy covers all collecting situations, i.e., both active (through surveys of specific categories of records leading to deposit) and reactive (responding to unsolicited offers of material). It will assist staff in exercising judgement as to whether to accept or reject material and, as appropriate, to advise on a more suitable place of deposit.

The Senior Archivist is responsible for developing the Collections Development Policy and ensuring that it is implemented, monitored and reviewed regularly (at least every three years).

9.1 Scope of collecting

Orkney Archive will consider any collection of archival material, ephemera or illustrations that document the topography, ownership, occupation and use of land in Orkney, or records or illustrates aspects of human activity in the islands.

The geographical boundaries of this policy are the administrative area governed by Orkney Islands Council, encompassing an archipelago of around seventy islands, of which twenty are continually populated.

Records relating to other areas may be accepted on the grounds of preserving archival integrity if they are received with material relating primarily to Orkney. However, the service shall have discretion, with the consent of the depositor, to split group collections of archives and transfer material to other repositories where this course of action is deemed to be appropriate and in the best interests of researchers.

There are four types of deposit:

- Official deposit – deposited from the Local Authority or other public body.
- Gift – the depositor is authorised and wishes to transfer title to the Archive.
- Long Term Loan – the depositor wishes to provide researchers with access to items while retaining ownership.
- Temporary loan – the depositor agrees to a short-term loan to allow the material to be copied and for the copies to then be made available to researchers.

There are no date limits on material eligible for collection provided that they are no longer in use.

Orkney Archive will accept records in all media, except for moving film, for which the archive has no storage or viewing facilities, and three-dimensional artefacts, which would usually be offered to Orkney Museum.

In the opinion of the archivist(s) evaluating them, all records must be of sufficient quality and condition for permanent preservation.

Orkney Archive collect microfilm copies and facsimiles of documents held elsewhere where it is considered that they will support the archival collections and maintain a select library of printed material to support research relevant to the Northern Isles (Orkney and Shetland).

9.2 Where the collections come from

Internal transfer

The core of the collection comes from the records of Orkney Islands Council and its predecessor bodies. Records are transferred to the archive at the end of their retention period if they are marked as having, or having the potential for, long-term historical or legal value, as advised by the Council's Retention and Disposal Schedule, which has been developed using the Scottish Council for Archives Records Retention Schedule model (SCARRS) as its basis. The Schedules are endorsed by each Head of Service (as appropriate) and apply to both paper and electronic records.

Charge and Superintendence

Orkney Archive is approved by the Keeper of the Records of Scotland as a place of deposit for records under his charge and superintendence. These include records of Customs and Excise, Justice of the Peace Court, and Orkney Sheriff Court. While Presbytery records are normally held under charge and supervision arrangements, Orkney has a separate agreement with the General Assembly of the Church of Scotland whereby Orkney Presbytery records are permitted to remain in the County. However, in recognition of responsibilities to national archiving aims, Orkney Archive will inform the National Records of Scotland of new acquisitions of such records. Most transfers of Presbytery records are prompted by changes of circumstances such as staff changes or lack of storage space.

External transfer

The archive accepts private collections from businesses, social groups, charities, families and individuals. Most transfers from external bodies are prompted by changes of circumstance such as staff changes, accommodation moves or lack of storage space. Limitations of space and other resources within the archive prevent a more proactive approach to transfers.

Orkney Archive seeks to maintain strong relationships with our depositors, and they are encouraged to provide finding aids where bulk is likely to render the records inaccessible until processed by archive staff.

In certain circumstances, Orkney Archive will acquire collections by purchase, either by obtaining external funding or internally where the acquisition is deemed to be an appropriate investment of public funds. Acquisitions requiring significant funding will be subject to committee approval.

9.3 Appraisal and disposal

When materials are received, they are appraised to determine their suitability for preservation by the service. The Senior Archivist and Assistant Archivist will have authority to weed records during processing and to return or destroy items identified as not appropriate for permanent preservation. This will be made clear to the owner at the time of deposit, and they will be consulted before any records are destroyed.

In some instances, the suitability of materials previously acquired by Orkney Archive may come into question. Should this occur they will be subject to an appraisal procedure and, where considered appropriate, removed from our collections.

We are committed to making use of experience in the appraisal of particular classes of archives or types of records. Professional judgement will nevertheless be the ultimate deciding factor in all appraisals.

9.4 What Orkney Archive does not collect

In some instances, materials offered to the archive will be refused. This may be because the archive lacks the correct facilities for long-term preservation, because it is not considered a suitable use of public resources or because the collection is better suited to another collecting institution.

These considerations mean that the service will usually not accept the following types of material:

- Three dimensional objects.
- Document containers such as chests or picture frames.
- Duplicates of documents already held.
- Digital material in unsupported formats or on prohibited media.
- Moving images on film.

Should a deposit be refused, the owners are advised of suitable repositories to approach, how to preserve documents themselves, or how to convert digital material into supported formats and approved transfer methods.

9.5 What Orkney Archive seeks to collect in the future

To ensure that the best use is made of the limited space and resources available to the archive, existing collections and recent acquisitions are regularly assessed to determine their strengths and weaknesses in relation to documenting as broad a view of life in Orkney as possible. Orkney Archive seeks to maintain its strengths and acquire records for areas considered under-represented.

Our ongoing priorities for acquisitions are:

- Local Authority archives.
- Orkney church records.
- Sheriff Court records.

- Family and estate archives.
- Records of land management and agriculture.
- School records.

The following areas have been identified as under-represented and Orkney Archive will therefore seek to address the lack of material in the following categories:

- Records of working lives.
- Records of the wartime service of those stationed in Orkney during both World Wars and of Orcadians stationed elsewhere.
- Records of life on the outer isles.
- Local industry and business archives.

10. Access Policy

The Access Policy aims to provide a measurable statement which informs users and researchers of what to expect from the archive service in terms of accessibility. It gives details of access arrangements for the Orkney Library & Archive building and specifically for the archive service as well as providing a description of Orkney Archive's services and facilities.

10.1 Access conditions during the Covid-19 pandemic

Changes at Orkney Library & Archive brought about by the outbreak of the Covid-19 pandemic mean that access to Orkney Archive will be restricted in certain ways to protect staff, service users and the collections. These restrictions may include:

- Reduced opening hours.
- Reduced access to public toilets.
- Reduced numbers of researchers at any one time.
- Quarantine period for records after access.
- Reduced level of personal assistance from staff.

Any restrictions that are placed on access to the archive will be regularly reviewed to ensure that the highest level of access is provided, while ensuring the safety of all.

10.2 Onsite access to archive services

Orkney Library & Archive provides public access to library, archive and local studies facilities through its premises at 44 Junction Road, Kirkwall.

The Orkney Library & Archive building in Kirkwall is a two-storey building with the archive service situated on the first floor. The public entrance provides ramps for disabled users and a lift is available for access to the upper floor. Disabled toilets are available on both floors and baby changing facilities are available on the ground floor. Both the library and archive reception desks provide access to an induction loop for users with hearing loss.

In Orkney Archive you can access records that document Orkney's diverse history and culture from the 15th Century to the present day and include archives of estate management, people, organisations and businesses throughout Orkney, reflecting the changing landscape, communities and economy over the past five centuries. You can also access the local studies collection of printed and published material.

Original records will be accessible at the discretion of archive staff. Orkney Archive is committed to providing access whenever possible but reasons for not providing it include current legislation, such as Data Protection restrictions, or the physical condition of the archive. Researchers will be provided with handling aids, such as gloves, book cradles and weights to protect the archives. They will also be required to adhere to archive searchroom rules, which are displayed throughout the archive.

The archive is committed to providing access to archives through an internal programme of exhibitions and displays, within the archive and at other locations within the building. Exhibitions are created mainly using surrogates. Any original archive materials used are displayed within secure display cases and for a limited time.

10.3 Admission to the archive

Users can access the archive and local studies collections free of charge. Membership of the library service is not required if using reference materials, meeting rooms, study areas, reading newspapers and magazines or visiting the archive.

Visitors wishing to come into the archives are encouraged to book in advance. This comes after Covid-19 restrictions to ensure physical distancing, cleaning and document quarantining can take place.

Archive staff are available to help visitors with enquiries about the archive and local history collections, and assist with specific enquiries, such as family history research.

Orkney Archive is open every, day excluding Wednesdays and Sundays, a total of 40.75 hours per week.

Last admission to the archive is 15 minutes prior to the published closing time to allow staff time to return all archives to secure storage areas and carry out other closing tasks.

Opening hours are advertised on Orkney Library & Archive's website and in other relevant publications and websites.

10.4 Access facilities

Orkney Archive aims to provide physically accessible space throughout our facilities for everyone who wants to visit us. Accessible facilities include:

- Hearing Induction loop at archive reception desk.
- Public access computer, with adjustable internet browser accessibility settings.

- Microfilm readers which have magnifier and zoom controls to view an enlarged area of the displayed image.
- Height-adjustable chairs.
- Magnifying glasses and sheet magnifiers available to borrow in the archive searchroom.
- Accessible toilet facilities.
- Four disabled parking spaces available outside the building.

10.5 Obtaining copies from the archive collections

Orkney Archive is committed to making its collections available to the widest possible audience, whilst balancing this with the responsibility of preserving them for future generations and adhering to copyright legislation. Staff provide a range of copying services for the purposes of private study or research, and users are required to complete a copyright declaration form to that effect. Copying services provided are; scanning, photocopying, printing from microfilm and transfer of copyright cleared audio recordings on to CD. Information about the charges for these services can be found on the Orkney Library & Archive website. Archive users are also permitted to take photographs of documents with their own photographic equipment, when it is permitted by archive staff and copyright law and, is for the purpose of private study or research.

Remote users can also place orders for copies of items held in the archive and local studies collections for the purpose of private study or research, which can be supplied either in paper form or electronically.

All copying is at the discretion of staff and there are some items that cannot be copied for a variety of reasons, such as legal restrictions and/or the size or condition of the material.

10.6 Online resources

Orkney Archive recognises the importance of access to information online and also digital access to items in the collections to ensure wider access generally. The following are available:

- Online catalogue of Orkney Library collections, which includes the local history collection. The catalogue is regularly updated with new material.
- Orkney Archive contributes catalogue information to national online catalogue SCAN (Scottish Archives Network).
- The Archive provides access to a number of finding aids on the Orkney Library & Archive website, including guides to the records held by the archive, gifts and deposits, the George Mackay Brown collection and an index to the Orkney Register of Sea Fishing Boats 1852 - 1968.
- The Archive also provides online information about its photographic collections, including galleries of selected images.
- Orkney Library & Archive recognises the value of social media to increase access. The library Facebook, Instagram and Twitter accounts and the archive blog are

used to highlight events and increase access to the collections through interpretation. They also provide an important tool for communication with users.

- We provide access to a range of electronic resources, including online bibliographic and image databases, electronic dictionaries and encyclopaedias. They are all available free of charge to library members and many of them can be accessed from home or outside of the building.
- Free public Wi-Fi is available to all visitors.

10.7 Enquiries

Orkney Archive is committed to helping members of the public who have enquiries about the collections. These may be answered face-to-face or by telephone, letter or email. The archive receives enquiries from all over the world covering a wide range of different subjects.

Due to staffing levels and the volume and complexity of some enquiries, full answers can take some time, but all enquires will be responded to within 20 working days.

10.8 Monitoring and evaluation

Orkney Archive ensures it is meeting its targets and the needs of its users in the following ways:

- Monitoring use – number of visitors and number of items retrieved from archive strongrooms, number of remote enquiries and types of material used.
- Cataloguing material and establishing cataloguing priorities based on requests, projects and targets.
- Surveys e.g. customer questionnaires and CIPFA Survey of Visitors to British Archives.
- Evaluation of user comment cards as well as comments received on social media or by other methods.
- Monitoring the role of the collections for internal and external research (for exhibitions, publications, events and activities).

10.9 Staffing

Orkney Archive staff are key to providing access to archive services. Their commitment, knowledge and expertise are vital to ensure visitors get the most out of their visit and archive resources. The staff are trained to deal with a wide variety of enquiries and assist with access and interpretation of the collections whenever possible.

11. Conclusions

The suite of policies and plans detailed above provide a structure on which to continue to build on the strengths of the archive service and demonstrate to stakeholders that the archive service is managed responsibly. It recognises that there will be financial, and other, constraints on all council services over the period of this scheme, and beyond; but that the archive section provides services that have wide ranging benefits for Orkney and its citizens and provides value for money.

Key to the work of raising awareness of the collections held by Orkney Archive is to provide online access to the archive catalogue. Achieving that will be a huge advance for the service and will significantly raise its profile throughout the wider community, therefore this development is the top priority during the term of this current management scheme.

Summary of works and costs to meet EESSH2

House Type	Description	Walls	Loft	Underfloor	Heating	Ventilation	Number of Properties	Estimated Cost (£)
0	Exempt						12	N/A
1	Meets EESSH2 Standard						270	N/A
2	Timber kit, blocked-in	Strip plasterboard and fit rigid insulation	Insulation top up and fit vents	Underfloor insulation	High Heat retention storage heaters	Mechanical Ventilation with Heat Recovery	263	5,075,900.00
3	Timber kit, already externally insulated not blocked-in	NA	Insulation top up and fit vents	Underfloor insulation	High Heat retention storage heaters	Mechanical Ventilation with Heat Recovery	19	167,200.00
4	Cavity wall -add internal insulation	Strip plasterboard and fit rigid insulation	Insulation top up and fit vents	Underfloor insulation	High Heat retention storage heaters	Mechanical Ventilation with Heat Recovery	263	5,996,400.00
5	Cavity wall no space inside - Add external wall insulation	Fit external insulation and overclad	Insulation top up and fit vents	Underfloor insulation	High Heat retention storage heaters	Mechanical Ventilation with Heat Recovery	37	1,065,600.00
6	Solid block wall	Fit external insulation and overclad	Insulation top up and fit vents	Underfloor insulation	High Heat retention storage heaters	Mechanical Ventilation with Heat Recovery	4	115,200.00
7	Solid stone wall	Fit external insulation and overclad	Insulation top up and fit vents	Underfloor insulation	High Heat retention storage heaters	Mechanical Ventilation with Heat Recovery	87	2,505,600.00
8	Solid stone listed building / restrictions	Strip plasterboard and fit rigid insulation	Insulation top up and fit vents	Underfloor insulation	High Heat retention storage heaters	Mechanical Ventilation with Heat Recovery	28	638,400.00
Totals							983	15,564,300.00

Minute

College Management Council Sub-committee

Monday, 7 February 2022, 13:30.

Microsoft Teams.



Present

Councillors Stephen G Clackson, Alexander G Cowie, J Harvey Johnston, W Leslie Manson and Gwenda M Shearer.

Community Representatives:

Beverly Clubley, Malcolm Graves and Peter Slater.

Business Representatives:

Rebecca May and Steven Sinclair.

Student Representatives:

Francesca Meneghetti, Orkney Depute President, Highlands and Islands Students' Association.

Duncan Foxley.

Clerk

- Sandra Craigie, Committees Officer.

In Attendance

- James Wylie, Executive Director of Education, Leisure and Housing.
- Colin Kemp, Interim Head of Finance.
- Graham Bevan, Service Manager (Secondary and Tertiary Education).
- Peter Trodden, Solicitor.
- Hazel Flett, Senior Committees Officer.
- Amanda Anderson, Senior HR Adviser.

Orkney College

- Edward Abbott-Halpin, Principal.
- Claire Kemp, Assistant Principal.
- Joanne Wallace, Assistant Principal.
- Andie John Seatter, Staff Representative.
- Iain Wilkie, Staff Representative.

Observing

- Barbara Nelson, HMI Inspector.
- Rebecca McAuliffe, Press Officer.

- Donna Wishart, Principal's PA and College Management Team Secretary.

Apology

- Mark Jones, Business Representative.

Declarations of Interest

- No declarations of interest were intimated.

Chair

- Beverly Clubley.

1. Form of Voting

The Sub-committee resolved that, should a vote be required in respect of the matters to be considered at this meeting, notwithstanding Standing Order 21.4, the form of voting should be by calling the roll (recorded vote).

2. Disclosure of Exempt Information

The Sub-committee noted the proposal that the public be excluded from the meeting for consideration of Item 8, as the business to be discussed involved the potential disclosure of exempt information of the classes described in the relevant paragraphs of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

3. Revenue Expenditure Monitoring

After consideration of a joint report by the Executive Director of Education, Leisure and Housing and the Head of Finance, copies of which had been circulated, the Sub-committee:

Noted:

3.1. The revenue financial detail in respect of Orkney College for the period 1 April to 31 December 2021, attached as Annex 1 to the joint report by the Executive Director of Education, Leisure and Housing and the Head of Finance, indicating a net surplus of £796,800.

The Sub-committee scrutinised:

3.2. The explanations given and actions proposed in respect of significant budget variances, as outlined in the Budget Action Plan, attached as Annex 2 to the joint report by the Executive Director of Education, Leisure and Housing and the Head of Finance, and obtained assurance that action was being taken with regard to significant budget variances.

4. Orkney College – Draft Revenue Budget

After consideration of a joint report by the Executive Director of Education, Leisure and Housing and the Head of Finance, copies of which had been circulated, and after hearing a report from the Principal, Orkney College, the Sub-committee:

Resolved to **recommend to the Council** that the draft revenue budget for Orkney College for financial year 2022/23, attached as Annex 1 to the joint report by the Executive Director of Education, Leisure and Housing and the Head of Finance, be submitted to the Policy and Resources Committee for consideration through the budget setting process.

5. Highlands and Islands Students' Association – Update

After consideration of a report by the Executive Director of Education, Leisure and Housing, copies of which had been circulated, and after hearing a report from the Orkney Depute President, Highlands and Islands Students' Association, the Sub-committee:

Noted the paper prepared by the Orkney Depute President of the Highlands and Islands Students' Association, attached as Appendix 1 to the report by the Executive Director of Education, Leisure and Housing, outlining key activities during October to December 2021.

6. Academic Partner Outcome Agreement

After consideration of a report by the Executive Director of Education, Leisure and Housing, copies of which had been circulated, and after hearing a report from the Principal, Orkney College, the Sub-committee:

Resolved to **recommend to the Council** that the Academic Partner Outcome Agreement between the University of the Highlands and Islands and Orkney College for academic year 2021/22, attached as Appendix 1 to this Minute, be approved.

7. Vertical Farm Project

After consideration of a report by the Executive Director of Education, Leisure and Housing, copies of which had been circulated, and after hearing a report from the Principal, Orkney College, the Sub-committee:

Noted:

7.1. That the Vertical Farm project, a constituent element of the Islands Growth Deal, proposed testing a vertical farm unit in an island context using renewable energy, a summary of which was attached as Appendix 1 to the report by the Executive Director of Education, Leisure and Housing.

7.2. That a Strategic Outline Case had been developed in respect of the Vertical Farm project, and subsequently submitted and accepted by the Scottish and UK Governments, with funding of £2 million provisionally approved towards the set-up costs of the project.

7.3. That work had commenced on the next step in the process for Islands Growth Deal projects, namely development of an Outline Business Case.

7.4. That the deadline for submission of the Outline Business Case for the Vertical Farm project to the Scottish and UK Governments had been extended, with an action plan to meet that deadline proposed.

7.5. That the project Lead Group included representatives from Orkney College, the University of the Highlands and Islands, the Council, Highlands and Islands Enterprise and the James Hutton Institute, who currently provided all time from existing staff resources.

7.6. That, notwithstanding paragraph 7.5 above, there was a need to identify ongoing additional support for development of the Vertical Farm project and the Outline Business Case.

8. Orkney College Business Planning Review – Update

On the motion of Beverly Clubley, seconded by Rebecca May, the Sub-committee resolved that the public be excluded from the meeting for this item on the grounds that it involved the disclosure of exempt information as defined in paragraphs 1, 6 and 11 of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

After consideration of a report by the Executive Director of Education, Leisure and Housing, copies of which had been circulated, and after hearing a report from the Principal, Orkney College, the Sub-committee:

Noted:

8.1. That, on 20 January 2020, the College Management Council Sub-committee noted the proposal to undertake a strategic review of Orkney College.

8.2. That, also of significance to the business planning of Orkney College, was the UHI Branding and Positioning Project.

8.3. That, on 7 December 2021, the Council resolved that the recommendations of the Education, Leisure and Housing Committee relating to the UHI Branding and Positioning Project should be referred back to that Committee.

8.4. The proposal to establish a short life working group, that would conclude by the end of 2022, with a remit to inform a draft detailed business review and business plan for Orkney College.

The above constitutes the summary of the Minute in terms of the Local Government (Scotland) Act 1973 section 50C(2) as amended by the Local Government (Access to Information) Act 1985.

9. Conclusion of Meeting

At 14:45 the Chair declared the meeting concluded.

Signed: B Clubley.

6 December 2021

Eddie Abbott-Halpin
Principal and Chief Executive
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Dear Eddie

Academic Partner outcome agreement between the University of the Highlands and Islands and Orkney College UHI for AY 2021-22

This letter specifies the funding that Orkney College UHI will receive from the University in academic year 2021-22 for further and higher education and research. The letter also describes aspects the activity that Orkney College UHI will deliver with that funding.

This annual agreement will be linked to delivering the aspirations in the outcome agreement (or its successor mechanism) with the Scottish Funding Council. For academic year 2021-22 it is not possible to do this as at the time of writing the university has not yet finalised an agreement with the SFC. The priorities for funding, as described in the funding letter from the SFC, are described in annex A. These priorities should be reflected in your use of this funding.

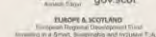
Specific funding

The funding for academic year 2021-22 is described in annex B

The agreement covers funding that has been announced and allocated by SFC at the time of writing. Any allocations that are announced subsequently will also be covered by this agreement. The background to the agreement is described in annex C. For transparency and to aid planning, that annex also describes the University's future plans for these agreements. For the avoidance of doubt, acceptance and signing of this letter does not indicate acceptance, approval or agreement to these future plans.

Further Education

The allocation of further education credits for 2021-22 is based on discussions between your college and the University as the regional strategic body. It is important to the region and to the partnership that each partner is able to deliver the volume of activity covered in its agreement. In order to ensure that this is the case, we will consider progress against the target both in the year and at the end of the year.



The default position is that the figures in this agreement will remain for the whole year. Where there appears to be significant risk that a target will not be met early in the year, the University will discuss this with the academic partner involved and may remove funding within the year where it is more likely that another partner may be able to meet the target. In 2021-22 the University has retained centrally a proportion of the funding allocated by the SFC. This is intended to assist in matching demand for places and supply of credits. The University will consider distribution of these credits in response to monitoring of applications and enrolments. If your college wishes to receive any of these credits, you should contact the Vice Principal FE as soon as possible.

Where the agreed number of credits is not delivered, the University will consider clawback of funding. Orkney College UHI should assume that, unless there are compelling reasons otherwise it will only be funded for credits delivered.

The processes by which the University will allocate credits and the accountability mechanisms we will use are described in annex D.

Higher Education

For 2021-22, student number targets, have been collated and agreed at the Partnership Planning Forum (PPF) and approved by the University Court. As in previous years, the combined target will be used to determine the unit of resource (UoR) for Higher education students captured as full-time equivalents (FTE). Funding will be distributed to Academic Partners (AP) according to the number of FTE they enrol.

Subsequently, micro-RAM adjustments will be applied to reflect the teaching input from each AP based on the delivery 'splits' agreed by PPF.

Foundation and graduate apprenticeships.

For Foundation Apprenticeships new starts in the 2021-22 AY, SFC credit targets have been agreed between the University and Orkney College UHI following the same process as described above for further education credits. An indicative budget for the SFC credit funded element of Foundation Apprenticeship has been set based on the agreed target and will be reviewed following FA student enrolment prior to making arrangements for payment. An additional balance of unallocated SFC credits ringfenced for Foundation Apprenticeship delivery has been retained centrally and will be available for distribution in response to demand over and above your agreed FA target.

In addition to the SFC funded element of Foundation Apprenticeships, Skills Development Scotland will administer an additional funding element to support student travel and subsistence. At the time of this agreement the University is still waiting for formal confirmation of funding and reporting arrangements, however it is expected that £1,000 per FA student will be awarded by SDS using a milestone reporting and payment schedule similar to previous SDS contract arrangements. Arrangements for SDS funding and reporting



will be managed by the University's Work-based Learning Hub team as with existing SDS apprenticeship contract funding.

For Graduate Apprenticeships new starts in the 2021-22 AY, SFC credit funding will be ringfenced and allocated separately to core HE funding. The university's Work-based Learning Hub will act as the central liaison between GA Programme Leaders, delivering academic partners, PPF and University finance team to ensure funding is allocated appropriately in line with the number of enrolled students and partnership delivery arrangements.

Research and knowledge exchange

Funding for a number of aspects of REF 2014 are distributed according to the agreed internal formula which was created once the REF 2014 outcomes were known. (The first two bullet points in the list below.) Not all academic partners and EO research areas received funding for research and knowledge exchange. 2021/2022 is the last year of the current REG cycle, as it is anticipated that funds for 2022 and onwards will reflect the REF 2021 outcomes and a revised and agreed internal funding distribution formula. Only the Research Excellence Grant (REG) income is subject to a University top-slice, set at 20% for the current REF cycle.

In relation to research and knowledge exchange funding there are six elements for distribution:

1. Research Excellence Grant (REG) funding. Academic Partners and Executive Office research areas must use REG funding in such a way that meets the SFC condition of grant for REG, notably "for research purposes only; targeting their grant allocations predominantly on world leading and internationally excellent research."
2. Higher Education Research Capital (HERC) grant funding from the Department for Business, Energy & Industrial Strategy (BEIS) and SFC. Academic Partners and Executive Office research areas must use BEIS/SFC Research Capital Grant in such a way that meets the SFC condition of grant. "This should be used to enable universities to focus on maintaining excellent departments with the critical mass to compete globally and the expertise to work closely with business, charities and public services. Funding should be used solely for capital investment in the physical infrastructure for research. All expenditure should be aligned to a university's estate strategy. It is recognised that some infrastructure is often used for both research and teaching purposes. BEIS/SFC HERC funding may be used on such infrastructure so long as spend is proportional to the percentage that is used for research."



3. University Innovation Fund (UIF). Where an academic partner or a EO research area receives UIF funding as agreed by the cross academic partner UIF steering group and the University's Research, Knowledge Exchange Committee, funding must be used to support the fulfilment of one or more of the seven SFC objectives underpinning the UIF.
4. COVID-related research uplift funds. Noting that some of the COVID-related research uplift funding is available until December 2021, where an academic partner or executive office research area is in receipt of COVID-related research uplift funds, it must ensure that these align with the conditions of grant, including funded extensions for PhD students, COVID impact related research projects, and support for staff costs for staff directly impacted by COVID changes, for example funding for staff where projects have been unable to progress.
5. Global Challenges Research Fund (GCRF). There is no allocated GCRF funding for 2021/22 due to the decision of UK Government to cut ODA funding. However, there is flexibility to carry forward 2020/21 GCRF funding until December 2021, and academic partners involved in core GCRF projects will need to ensure that any GCRF projects which carry forward activity and funding into 2021/22 spend funds in ways which meet the SFC condition of grant.
6. In addition to core SFC funding there are a large number of research and knowledge exchange projects where the University is the contracted entity, but all of the funds are distributed to individual academic partners or EO research areas. It is the responsibility of academic partners and EO research areas in receipt of funds for specific projects, including part-funded PhD students, to ensure that funds are spent in line with any conditions of grant for individual projects.

I would be grateful if you could return a signed copy of this letter to me to confirm your acceptance of the funding for 2021-22 and the associated terms and conditions.

Yours sincerely,



Professor Todd Walker
Principal and Vice-Chancellor



Acceptance of grant

Funding agreement between the University of the Highlands and the Islands and Orkney College UHI

I, on behalf of Orkney College UHI, agree the requirements described in this letter associated with the funding from the university for academic year 2021-22.

Name:

Position:

Signed:

Date:





- To protect the university research base, including through a specific increase in research funding, but also, indirectly, through the increase in teaching grants, given the level of cross-subsidisation within the higher education system.



Funding for Orkney College UHI in AY 2021-22

	Academic Partner	
	Orkney College UHI	
	£	FTEs/Credits
HE RAM (UGT)	562,918	141
REG	134,933	
Capital Maintenance	24,551	
BIS/SFC Research Capital	28,108	
FE RAM	2,259,794	3,710
Student Support	33,918	
Capital	96,775	
FA's (indicative)	50,224	178

Background to this agreement

This agreement is being introduced as part of a suite of changes to the university's Resource Allocation Method (RAM) for higher education and the way that the university funds further education. Implementation of the full review of RAM will be over two years (2021-22 and 2022-23). This is the first year of these annual agreements. As the curriculum review and other developments within the university progress, these agreements will develop. In future years the university intends that these agreements also cover an institutional element of its funding that is not directly related to the volume of activity.

This annual agreement augments the partnership agreement and the financial memorandum between the university and Orkney College UHI. This annual agreement describes the funding and expectations for this specific year and is underpinned by these documents that set out the general requirements in return from funding.

Engagement between the university and the academic partners

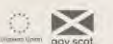
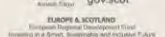
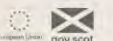
In future years the agreement will be based on discussions between the university and the academic partner covering all aspects of the funding. For academic year 2021-22 these discussions covered only the further education elements of the funding. For subsequent years the university will establish a timetable of meetings over the year to agree future funding and monitor progress.

Future funding method

In future years, the university envisage that planning will increasingly reflect the three categories of curriculum (Local, Regional Core and Inward Attractor) the university is using in the curriculum review with the likelihood for differential funding arrangements for these categories. As part of the next phase of the RAM review, the university will consider the future of the micro-RAM. Changes will be consulted and approved through the established planning and governance processes.

External funding

The university consulted on changes to the Resource Allocation Method and took decisions on implementing elements of the review. As part of that the university agreed to introduce a contribution to the partnership from some elements of non-SFC income. The university also agreed that this contribution would be used to support growth in our external income. The partnership has not yet agreed the detail of this contribution. The university intends to carry out further work on defining the types of funding this will apply to, the proportion of income sought and the use of the resource it funds in the 21-22 academic year. Subject to that further work, where it generates external income from sources that are supported by the university systems, or which have been generated in cooperation with the university an appropriate proportion of that funding will be paid to the university. We intend that this will apply to funding for teaching, research, training, consultancy, and knowledge exchange but not other sources of income.



Institutional element

We intend to increase the proportion of the funding that is covered by an institutional element. For 2021-22 this only covers the specific funding from SFC relating to deprivation, access and inclusion, English as a second or other language (ESOL) Rurality and national bargaining. The university is not applying any specific requirements on these this year beyond these set by the Scottish Funding Council.



Protocol/process for allocation of and accountability for funding for further education

The Regional Strategic Body (RSB) has a responsibility under the 2013 Act to secure the coherent provision of high quality fundable further education in the region. It has the power to make grants to its assigned colleges and the power to attach terms conditions to those grants as it may consider it appropriate to impose. Among these terms and conditions are repayment of grants in such circumstances as the RSB may specify.

This protocol sets out how the University intends to apply these powers for further education funding in academic year 2021-22 and beyond. We recognise however that external circumstances – including Scottish Funding Council or Government policy – may materially affect some of the issues covered by this protocol. We reserve the right to amend this in the light of changed circumstances.

Allocation of credits

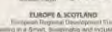
Allocations of credits for 2021-22 were agreed between the academic partner and the regional strategic body based on the maximum number of credits that the management of the academic partner realistically thought that it could deliver.

Over the last year or so the calendar of activity for our regional FE curriculum planning and reporting has been disrupted, because of COVID-19. Similarly, the SFC calendar, including their outcome agreement activity and reporting, has been significantly disrupted, both by COVID-19 and their ongoing review process, leading to late and interim arrangements for ROAs focussing only on current academic year activity.

The University, as the Regional Strategic Body, intends to establish a proactive, forward planning focus and supporting calendar of monitoring activity for future years. This reflects the overall responsibility of the regional strategic body to secure coherent provision and to plan to use funds as economically, efficiently and effectively as possible.

This intention was reinforced by a recent internal audit of FE recruitment, credit target planning and monitoring arrangements, which including the following recommendations for improvement:

- The allocation for Credits for future years should include greater scrutiny of trends in Credit delivery and ensure that trends are projected beyond the Covid emergency years to determine the medium to long term trajectory for each college, overall and at a programme level. Where downwards trends in Credit delivery are identified assigned colleges' initial Credits allocations should also be revised downwards.
- Reports summarising each college's recruitment strategy for achieving Credits targets and the local and national priority commitments outlined in the ROA should be presented by each Principal to the University annually. In year recruitment data should then be reported which measures recruitment performance against recruitment strategies and forecasted Credits at key milestones in the year.
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- Assigned colleges should submit Credits delivery data which allows in-year monitoring of Credits delivery to include a review of actual credits delivered against expected Credits (planned delivery) at regular reporting intervals in the year, in addition to the fixed quarterly FES reporting dates. Reports should also include forecast outturn Credits data.

The university has introduced annual funding/outcome agreements. For the 2022-23 academic year and beyond it will establish a series of engagements with each partner to develop an individual agreement that combines delivery of regional strategic objectives and our SFC outcome agreement – including the activity targets – with the college’s aspirations. These discussions will inform recommendations to the University Court on allocations. In making these recommendations the University will consider:

- The need for and demand for Further Education in the areas served by the partner and contributions to the regional core curriculum
- Performance against previous activity targets (with due consideration of evidence on any exceptional circumstances such as the current pandemic)
- Future plans by the academic partner
- Financial stability

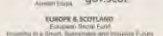
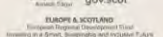
To support the strategic planning process, we will analyse annually student and programme data and trends, both at the regional and academic partner level, highlighting areas of growth and decline, and associated opportunity and risk, and identifying any necessary actions within a curriculum planning and target setting context.

Whilst the calendar for undertaking this work is currently still disrupted and challenging, this will normally be undertaken annually during the autumn period to coincide both with the established calendars of curriculum planning at the academic partner level, and – pending the outcome of SFC review – timescales for Regional Outcome Agreement development and submission.

Monitoring of credits

The University has asked academic partners to set out a plan for how they will utilise their credit target across the year for 2021-22. It intends to continue to do this in future years. The University will monitor data on applications, enrolments and delivery at appropriate times of the year. These will include, but not be limited to, the key deadlines for uploads to the SFC FES system. The University will meet with partners throughout the year to discuss progress. It is likely these meetings will follow each FES deadline.

Ahead of these deadlines, any academic partner that anticipates that their performance against the credit target will be significantly different from that they have discussed with the RSB should inform the RSB of the change without delay.



Allocation of 'reserved credits' in 2021-22 (or other year in which this system is used)

Partners can submit a request for additional credit allocation at any stage where there is evidence of additional demand/requirement over and above existing targets. In the first instance this should be raised directly with the Vice Principal FE. Any request can be linked to evidence at the review points referred to above, but can also be made at any time where the academic partner feels it has evidence of demand it cannot meet from its existing target.

For 2021-22, it looks unlikely that there will be competing requests for these credits that cannot be accommodated. If there are multiple requests, the University would consider the evidence on demand and potential use of the credits for each partner and consult all partners on the proposed allocation.

Reallocation within the year

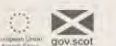
Where, as a result of the monitoring of FES data or other data available to the University, it is evident that there may be a situation where one or more partners is very unlikely to meet its agreed credit target by a material amount and other partners have potential to exceed theirs, the University will consider in-year reallocation of credits within an academic year. This will only be considered where the likely under recruitment at a partner is greater than 5 per cent of the activity target, and there is strong evidence of demand elsewhere. The university does not anticipate using this measure frequently and anticipates that a robust allocation system should mean that imbalances of the kind it would address will be infrequent, if they occur at all. Where an academic partner anticipates being significantly over or under their activity target it should inform the University as soon as possible.

Underdelivery against the agreed credit target

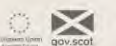
Partners should assume that, unless there are compelling reasons otherwise, they will only be funded for credits delivered. The reasons that may lead the University to wholly or partially move from this principle would normally be related to major business continuity incidents or other major changes that are outwith the control of the college.

Once the FES data is finalised (usually the October following the end of each academic year) the University will consider whether individual academic partners have met their agreed target and will usually clawback funding for any activity that was not delivered. Prior to any clawback, we will consult with the academic partner involved on whether there are any circumstances that should influence the decision to recover funding. Before making any final decision, the University may consult with SFC on its intentions on clawback from the region as a whole.

We anticipate clawback will not apply for academic year 2020-21 as SFC have indicated that there will no clawback for underdelivery where this is related to the pandemic. SFC has not yet said how it will assess whether underdelivery is related to the pandemic or not. We are assuming that the SFC will clawback funding for underdelivery against credit targets in 2021-22 and beyond. If the SFC changes its position on clawback from 2021-22 or beyond,



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the University will reconsider its approach to clawback in the light of that change for the years to which that change applies.

In circumstances where there is no clawback from the region because the regional target has been met, or the clawback from the region by SFC is smaller than the clawback from academic partners by the region (likely if some partners exceed targets and others do not) the University will consult through the Partnership Council on how to use the recovered funding.



Business Planning potential stakeholders for Consultation

Please note that this is not an exhaustive list but indicates a list of potential stakeholders who may be involved in consultation in the Business Planning project.

- College Advisory Boards.
- Creative Orkney.
- Destination Orkney.
- Department of Work and Pensions.
- Developing the Young Workforce.
- Her Majesty's Inspectorate of Education.
- Highlands and Islands Enterprise.
- Highlands and Islands Students Association.
- Historic Environment Scotland.
- Islands Deal Programme Board.
- Kirkwall Bid.
- National Farmers Union Orkney.
- NatureScot.
- NHS Orkney.
- Orkney Island Council Senior Management Team.
- Orkney Fisheries Association.
- Orkney Food & Drink.
- Orkney Partnership.
- Orkney Secondary and Junior High Schools.
- Orkney Renewable Energy Forum.
- Orkney Training Group (Construction).
- Partnership Action for Continuing Education.
- Scottish Government Rural Payments and Inspections Directorate.
- Scottish Funding Council.
- Skills Development Scotland.
- Stromness Community Business Forum.
- Voluntary Action Orkney.
- Visit Scotland.
- University of the Highlands and Islands.