Item: 8

Education, Leisure and Housing Committee: 7 February 2024.

Orkney Archive Service Accreditation.

Report by Corporate Director for Education, Leisure and Housing.

1. Purpose of Report

To advise of the findings of the recent Archive Accreditation inspection of the Orkney Archives undertaken in October 2023.

2. Recommendations

The Committee is invited to note:

2.1.

That Orkney Archives first achieved accreditation in November 2017.

2.2.

That, in October 2023, inspectors carried out a two-day inspection of Orkney Archives.

2.3.

That the inspectors commended the archive service on its impressive engagement activity and strong understanding of the island communities it serves.

2.4.

That only eight other archive services in Scotland have achieved accredited status.

The Committee is invited to scrutinise:

2.5.

The inspection letter and report in respect of the Orkney Archives, attached as Appendix 1 to this report, in order to obtain assurance.

3. Background

3.1.

Orkney Archive Service achieved accreditation via the Scottish Council on Archives and the National Records of Scotland in November 2017.

3.2.

To retain its accredited status, the Service is required to go through a formal review three years post initial award, followed by formal resubmission to the assessing body, six years post award.

3.3.

Orkney Archive Service was due to have an official review of its accredited status in 2020. However, COVID-19 restrictions delayed this process, and the decision was made by the Scottish Council on Archives to incorporate the formal review into the full resubmission process in 2023 due to a lack of capacity to carry out the three-year review.

3.4.

Inspectors representing the National Records of Scotland and the Scottish Council and Archives on behalf of the National Archives, carried out a two-day inspection visit of the Orkney Archives in October 2023.

3.5.

Archive Accreditation is the UK quality standard which recognises good performance in all areas of archive service delivery, and achieving Accredited Status demonstrates that Orkney Archives has met clearly defined national standards relating to management and resourcing, collections care and meeting the needs of all stakeholders.

3.6.

Accredited Archive service status is granted for up to five years from the date of the award, although it may be reviewed in the event of significant change to core elements of the service such as staffing and opening hours.

3.7.

Other Archive services in Scotland to achieve Accredited status are:

- Heritage Collections, University of Edinburgh.
- Highland Archives.
- · Historic Environment Scotland.
- Lothian Health Services Archive.
- · National Records of Scotland.
- NatWest Group Archives.
- Nucleus: The Nuclear and Caithness Archives.
- National Library of Scotland.

4. Summary of Inspection

4.1.

The Accreditation panel which made the award commended the Orkney Archive Service on its really impressive engagement activity and its strong understanding of the island communities it serves, while also identifying improvements linked to collections care and specific staff training.

4.2.

A summary of the inspection of the Orkney Archives highlighted the following:

- The service is valued by the local community and all members of the team have developed strong relationships with its users and stakeholders, including councillors and council officers in other service areas. Carrying out collaborative working has enabled the service to move towards an online catalogue which will increase its audience and provide a vital service to those who cannot visit the archive in person.
- The archive team undertakes impressive engagement across the local community to expand its audiences and has an understanding of potential users and where barriers to access need to be addressed.
- The service has shown a clear commitment to digital records and continues to make good progress towards safeguarding digital collections.
- Most aspects of collections management are of a good standard, but there are weaknesses within collections care due to a lack of awareness of current best practice in this area.

4.3.

The inspectors identified eight actions in total, two of which are required actions, meaning they need to be addressed to meet accreditation standards in future. The other actions are improvement actions that point to areas of future service improvement.

4.4.

The following required actions were identified:

- Further implement plans for short term storage to increase storage capacity and identify suitable, sustainable long-term solutions for physical storage.
- Review Collections Care Policy to address areas of concern. Also provide clarity
 on treatments, clearly identifying that only mechanical cleaning can be done in
 house and all other remedial treatments must be done by a qualified conservator.

4.5.

The following improvement actions were identified:

- Review storage arrangements for the surrogate photographic collection (whether to reshelve out-with main store or repackage to an archival standard) and implement preferred option.
- Develop written Deposit Agreement and Terms and Conditions of Deposit.
- Develop a Business Continuity Plan to sit within the Emergency Plan to establish access and service procedures in the event of an emergency.
- Undertake a preservation survey to guide and inform future conservation, both preventative and remedial.
- Continue to progress interim and long-term digital preservation solutions for the collections.
- Identify and implement sustainable long-term solutions to stabilise the environment with current air handling unit malfunctions.

5. Summary and Next Steps

5.1.

The required and improvement actions, outlined in sections 4.3 and 4.4 above, will be taken forward by the Orkney Library and Archive with the support of other Council service areas where necessary.

5.2.

Council officers will continue to engage with the Orkney Library and Archives staff team to monitor and support the improvements identified.

6. Corporate Governance

This report relates to the Council complying with governance and scrutiny and therefore does not directly support and contribute to improved outcomes for communities as outlined in the Council Plan and the Local Outcomes Improvement Plan.

7. Financial Implications

There are no financial implications arising directly from the recommendations of this report. Any additional costs arising from the recommendations would need to be met from within the overall service.

8. Legal Aspects

There are no legal implications arising directly from the recommendations of this report.

9. Contact Officers

James Wylie, Corporate Director for Education, Leisure and Housing, extension 2401, Email james.wylie@orkney.gov.uk.

Frances Troup, Head of Community Learning, Leisure and Housing, extension 2450, Email frances.troup@orkney.gov.uk.

Garry Burton, Service Manager (Leisure and Culture), extension 2440, Email garry.burton@orkney.gov.uk.

Vikki Kerr, Team Manager (Libraries and Archives), extension 3027, Email <u>vikki.kerr@orkney.gov.uk</u>.

10. Appendix

Appendix 1 – Letter from the Accredited Archive Service.

Vikki Kerr
Orkney Archive
Orkney Library & Archive
44 Junction Road
Kirkwall
KW15 1AG

20 November 2023

Dear Vikki,

ARCHIVE SERVICE ACCREDITATION

We are writing to give you the outcome of your application to become an Accredited Archive Service. Your application was reviewed against the UK Archive Service Accreditation Standard, giving the Accreditation Panel a full overview of organisational health, collections management and the work you undertake with a range of stakeholders. We hope that you have found working towards an Accreditation application beneficial, and a significant opportunity to re-evaluate your service model and your offer to collections and stakeholders. We congratulate all those who have been able to undertake this.

OUTCOME OF APPLICATION

We are very pleased to tell you that Orkney Archive has again been awarded Accredited Status. Your accreditation number is **2023-24**.

The Accreditation Panel which made the award commended:

the archive service on its really impressive engagement activity and its strong understanding of the island communities that it serves. There is a responsive and positive approach to engagement work and also to developing digital capacity. Assessment had identified concerns about the approach to collection care, which needs to be addressed through appropriate training and support for the team.

Many congratulations on your success.

An announcement will be made on **22 November 2023** to celebrate your accreditation, and we ask that until then you keep the good news within your organisation only.

UNDERSTANDING THE OUTCOME

To help you to understand how the decision was made, and to plan future developments to your service, you will find attached the full assessment report, which breaks down the assessment against each requirement of the Standard. This leads to specific feedback and some areas for future development. In some cases, you will see that the assessment report identifies Required Actions to be completed before reaccreditation will be possible. Most actions are developmental, identifying areas where your service will develop in future. Staff at the National Records of Scotland and the Scottish Council on Archives will be happy to discuss with you how to take forward service developments.

PUBLICISING YOUR ACCREDITATION

W: WWW.SCOTTISHARCHIVES.ORG.UK /ACCREDITATION

E: ACCREDITATION@SCOTTISHARCHIVES.ORG.UK T: +44 (0)131 535 1362
A: GENERAL REGISTER HOUSE 2 PRINCES STREET EDINBURGH EH1 3YY



We hope you will take the opportunity to celebrate your success in again achieving this national standard.

RETAINING ACCREDITED ARCHIVE SERVICE STATUS

Accredited Archive Service status is granted for up to five years from the date of this letter, although it will be reviewed in the event of significant change to core elements such as staffing, premises and opening hours, of which the Accreditation team should be informed.

We will contact you no earlier than two years from the date of this letter to ask for a short update on your service's development since the award of accredited status. This will focus on delivery of plans and any changes to the service's governance and resourcing. After a further period of not less than two years, you will be invited to begin a full application for retaining your accredited status.

Many congratulations on achieving this national standard, and in delivering a service which works effectively in all areas.

Yours sincerely,



Janet Egdell Keeper National Records of Scotland





Bruce Jackson Chair Scottish Council on Archives



W: WWW.SCOTTISHARCHIVES.ORG.UK /ACCREDITATION

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Accreditation Award

Archive Service Name: Orkney Archive

Date of Panel meeting: 8th November 2023

Decision on award of accredited status: Accredited

Accreditation number: 2023-24

Panel Narrative

The Panel commended the archive service on its really impressive engagement activity and its strong understanding of the island communities that it serves. There is a responsive and positive approach to engagement work and also to developing digital capacity.

Assessment had identified concerns about the approach to collection care, which needs to be addressed through appropriate training and support for the team.

1 Organisational Health

Please assess and comment on how far the applicant service meets each requirement or subrequirement

	Is Commentary on require requirement met?	Commentary on requirement	
1.1 Mission Statement	Met	Mission and purpose of service is clear and concisely stated. There is a clear link between the overall mission of the organisation and purpose of service. Mission and purpose is reflected in the service's main policy and organisational documents.	
1.2 Governance	Met	Orkney Archive and Library Service is directly managed by the Orkney Islands Council. The Team manager of Libraries and Archives is the direct link to the governing body and reports to the Leisure and Culture Service Manager. Although there is some lack of formality around some communications, relationships seem strong and purposeful. The digital preservation policy was recently presented to Council committee with full engagement.	
		The new structure clearly groups roles and responsibilities around the service's core activities of access/engagement, although as a small service everybody can be involved in tasks when required.	
1.3 Forward planning	Met	The forward plan covers a 5 year period and is reflective considering previous feedback and best practise in the sector when looking into the future. It is reviewed annually and a progress report written. The Team Leader has established regular reporting of archival indicators to the Leisure and Culture Service Manager, who in turn reports them to the Senior Management Team on a monthly basis. There is no separate Team Plan for the year, but regular weekly meetings are held between the archivists to discuss planning and requirements which is then shared with the whole team.	
1.4 Resources: spaces	Partially met	Storage facilities are generally of a good standard. Expansion space however is limited to approximately 1.5 years, with a current plan to convert some existing office space into stores.	

		Due to the concrete block construction and added floor loading in some rooms, it will be possible to create a suitable space with mobile shelving. This will provide some short term gain, but it is already beginning to fill with new accessions, such as a recent large deposit of plans from the council. The Service has an available supply of shelving from the library that it can use in these rooms until mobile shelving can be purchased. There is no definite long term plan for increased storage, and although it is included in the Capital Works Programme for the council there is no guarantee that the service will be awarded the funds to progress with a new storage solution. There could be potential to share a new storage space with the Museum, but this would need to be explored fully to see if it could become an actuality.
1.5 Resources: Met	Met	Despite recent financial pressures facing the council, the archive budget has been preserved and increased with inflation. The supplies and services budget of £9400 goes on preservation and disaster supplies, conservation costs, photographic supplies, digital preservation equipment, CALM licences, and anything else that is flagged as necessary by the team. This budget is separate from their staffing, transport and administration budgets. As with most organisations the budget is always under some pressure and areas that could be improved upon with a larger budget would be preservation and CPD for professional staff. Due to the location of the archive, CPD opportunities
		can be expensive, so the preference is to use online learning where possible. This does not negate the need for some in-person learning which can be cascaded to the team on return.
1.6 Resources: workforce	Met	The service is suitably staffed, including two professional archivists (the Team Leader is a professional archivist), one trainee digital archivist, and one job share archive assistant post. The digital archivist post has been recently created after a restructure. The Team Leader is also responsible for the Library service and her time is split between both service areas. If this post was filled in the future by a library professional, it would undoubtedly impact the strong leadership profile that the archive service

		currently enjoys. The archive also benefits from the addition of an experienced photographic technician, who can make copy negatives of collections held within and out with the archive, that can then be used to process access prints for the search room, which is a positive asset. There are no conservators either preventive or interventive as part of the team, or staff with suitable training in this area, which is a noticeable loss. More support is required in this area. The service benefits from a strong cohort of volunteers working on targeted collections, that are structured and focused. Recruitment of volunteers is through Voluntary Action Orkney which helps to reach a wide audience, resulting in a good mix of volunteer ages and backgrounds.
Overall view of Organisational Health	Met	The recent staffing restructure is evidence of the service's future-focussed attitude, with the introduction of the Digital Archivist post. The service has continued its good work with volunteers from all backgrounds, ages and experiences and should be congratulated on this work. A strong governance support is apparent. An increase in funds would enable the service to achieve improved collections care and a financial commitment to CPD

2 Collections

Please assess and comment on how far the applicant service meets each requirement or subrequirement

	Is requirement met?	Commentary on requirement
2.1 Collections Management	Met	The Orkney Archive Management Scheme 2020-2025 and Orkney Archive Collections Information Policy and Plan 2023-24 contains a suite of policies and plans to ensure that archive services are provided in a professional manner. They clearly cover the role of the service and legislation relevant to the archive. The Council's Records Management Plan and Records Retention Schedule provide a framework for the selection and transfer of the Council's historic records to the archive, managed by the Information Governance Officer.

2.2.1 Collections development policy	Met	A Collections Development Policy is included in the Orkney Archive Management Scheme 2020-25. It clearly lays out the types of deposit, methods of acquisition, appraisal and disposal, and lists ongoing priorities for acquisitions. The process for transferring records from the council to the archive is outlined in the Council's Records Management Plan and Records Retention Schedule. The process for transferring physical records is well established; that for digital records is under development and will entail utilising the Council's Sharepoint as an interim measure, pending procurement of a full EDMS. The Orkney Library and Archive Stock Management Policy covers local studies printed material which is managed by the Archive Service in the Orkney Room.
2.2.2 Collections development planning	Met	There is no Collections Development Plan, but the Collections Development Policy refers to both 'ongoing collecting priorities' and 'underrepresented' areas which will be prioritised for collecting activity. The Archive has sought to address the 'under-represented' areas by surveying service users, broadening its volunteer base and attending local events to raise awareness of its collecting interests. This appears to have been successful but there are still challenges around reaching communities and collections associated with protected characteristics, which arise from the relatively small population and conservative nature of the traditional island communities.
2.3.1 Collections information policy	Met	The Orkney Archive Collections Information Policy and Plan 2023-24 sets out the Archive's approach to accessioning, cataloguing and records retrieval and returns.
2.3.2 Collections information planning	Met	A Cataloguing Plan is included in the Collections Information Policy and Plan 2023-24. It outlines steps to address the service's cataloguing backlog, including a cataloguing target of 400 hours per year, undertaking collections appraisal and exploring opportunities for grant funding. It also outlines the intention to establish cataloguing procedures for digital records.
2.3.3 Collections	Met	The Archive currently uses Axiel Calm for cataloguing and accessions but is in the process of moving to Axiel Collections, a change which has

information procedures		been prompted by the development of a shared online catalogue with the museum service. Although the online catalogue will have a shared front end, the archive and museum teams will only have access to their own collections and compliance with archive standards will be retained.
		The archive collections are catalogued to ISAD(G) and 78% are fully catalogued. The extensive and well-used photographic collection was originally part of the library service and has accordingly been catalogued with the Dewey Decimal System. It accounts for a further 8% of the overall archive collections and is now being transferred into Calm with the help of archive volunteers who are enhancing the description with local knowledge and terminology.
		Cataloguing standards and process are outlined briefly in the Orkney Archive Collections Information Policy and Plan 2023-24, but there are no detailed written cataloguing guidelines outlining house style or rules. This may reflect the fact that professional staff have been in post for some time and training new staff and volunteers is given verbally.
		The service is conscious of equality, diversity and inclusion issues and encourages researchers to highlight outdated language in the catalogues for staff to review.
		There is a clear procedure for recording accessions and depositor details in Calm (described in the Orkney Archive Collections Information Policy and Plan 2023-24). However, the accession receipt currently serves as the only record of deposit and the terms of deposit are discussed verbally with the depositor. A formal deposit agreement and written terms and conditions of deposit would make the process more legally robust.
2.4.1 Collections care and conservation policy	Partially met	A Collections Care and Conservation Policy is embedded within the Orkney Management Scheme 2020-2025. It covers collections storage, security, monitoring, packaging, conservation, emergency planning, training, access and handling.

	<u> </u>	
		The Plan would benefit from revision by a professional in this area, including a reassessment of who carries out remedial conservation and what comes under this. Currently the archivist carries out minor repairs using unsuitable methods. Within the access section photocopying is still used as a surrogacy measure at times, which is no longer considered standard. This also requires a revision. A Digital Preservation Strategy 2023-25 and Digital Preservation Policy was recently presented to and approved by council. These documents outline the service's approach to digital preservation in considerable detail and provide a good pathway for future developments and aspirations in this area.
2.4.2 Collections care and conservation planning	Partially met	A Collections Care and Conservation Plan is included in the Orkney Management Scheme 2020-2025. Care for analogue material is currently of a responsive nature. When problems arise they are noted, listed on Calm, and if funds allow high priority requests are potentially treated. Currently there are 50 items on High awaiting treatment. The collections would benefit from more detailed condition knowledge, and a preservation survey to clearly flag up where the areas of concern lie for the future. Presently there are no members of staff qualified to carry this out. Analogue material is overlooked in this area. The service is fully engaged on progressing the care of its digital collections and the Digital Preservation Strategy outlines its priorities, expected outcomes and timescales. Their approach has been developed in collaboration with ASLAWG and the Council's Digital Preservation Group and IT team. The recent appointment of the Trainee Digital Archivist has enabled significant progress to be made. At point of application all areas were assessed at NDSA level 0-1, but this has now increased to levels 1-2 and planned server improvements will raise storage to level 3.
2.4.3 Collections care procedures	Partially met	The majority of stores meet current environmental standards, and improvements have been made with new air handling units installed in 2019. There is one photographic

		negative store which would benefit from a further reduced temperature. Most of the collections are housed with mobile shelving of a good height, modern, with plan chests and static shelving where required. Preservation packaging was evident but in most cases did require upgrading.
		Some issues were noted with the environment but there are regular checks, issues reported to a responsive estates team, and use of mobile dehumidifiers where necessary. This will require ongoing observation.
		Factors such as light levels and pest management are addressed by the service by the introduction of LED lighting, blinds (where required) and pest monitoring.
		Security within the stores is restricted with limited access via keys and search rooms are effectively monitored with staff invigilation. Two media access rooms, one for sound and one for videos are directly in front of the search room desk. Bags are not permitted in the search room, and two staff are present the majority of the time.
2.4.4 Disaster and emergency planning	Met	A site specific plan has been produced, highlighting who is the disaster control manager, and team leaders. It contains some clear, basic guidelines on what to do and not to do in an emergency, including health and safety. All new starts get basic training on using the disaster plan. Staff have previous hands on training, and have carried out a run through of the plan, testing its viability. All staff have access to the plan, but only when within the office.
		Disaster kits are available on the ground and first floor with a variety of stock, although this would need to be greater in the event of an actual disaster. A section within the document on business continuity would enhance it.
Overall view of Collections	Met	Overall Orkney Archive service has demonstrated a good level of collections management and is reflective in its approach. There are appropriate policies in most areas, but collections care planning and procedures requires a review to remove outdated practises. A review is also necessary of the accessioning procedures and documentation.

3 Stakeholders and their experiences

Please assess and comment on how far the applicant service meets each requirement or subrequirement

	Is requirement met?	Commentary on requirement	
3.1 Access policy	Met	The Access Policy is within the Orkney Archive Management Scheme 2020-2025. It is comprehensive and covers all relevant areas in appropriate detail. Restrictions were introduced during the Covid 19 Pandemic, and those still exist within the policy in the advent that they may need to be reintroduced.	
3.2.1 Understanding audiences and analysing their needs	Met	Archive staff have a good understanding of the community and stakeholders, due in large part to the relatively small and closely knit population of the local authority area that they serve. They also offer various ways for people to provide feedback about the service and its development, including regular user surveys, a visitor book and comment cards in the search room, social media and in-person. Community engagement activities are also used to raise awareness of the service out with its usual sphere which helps with audience development and widening access. Understanding of internal stakeholders' needs is supported by the Team Leader and Trainee Digital Archivist's membership of the Council's Information Governance Group and regular meetings between the Team Leader the Leisure and Culture Services Manager.	
3.2.2 Planning to meet audience needs	Met	User feedback is regularly discussed by the whole team and improvements that do not have financial or strategic implications are implemented by consensus. Changes with financial or strategic implications are discussed by professional staff and taken to the council's leadership team or the Education Leisure and Housing Committee for approval. The Archive Forward Plan 2020-25 includes several development areas relating to access which are supported by underpinning themes and projected outcomes, including maintaining good customer service, making more collections	

		available by cataloguing and providing online access to the catalogue. Partnership working with the Museum team is enabling development of the online catalogue, and collaborative working with other organisations such as the University of the Highlands and Islands, Scottish Council on Archives and the Outer Isles Development Trusts also help the service to extend access to a wider range of communities and stakeholders.
3.3.1 Information on access	Met	The service webpage has full information on access and these details are also available on the library and archive's social media channels. Procedures, guidance, and general enquiries can also be obtained via email, by phone and in person. Service information for Council staff is contained in the Council's Guide to Records Management and shared through regular meetings with the Information Governance Group and divisional representatives.
3.3.2 Access procedures Met		Access procedures exist for all aspects of the service and they are communicated to users in a variety of ways (in person, on the website, by e-mail, telephone, or via information guides) Access to photographic databases and Calm catalogue can be done within the search room. Access databases are used as a search tool for the photographic collection for readers. These are populated by volunteers, with the information transferred to the main catalogue but retained for searching. Searches can also be done by the archivist/staff on duty. Surrogacy is provided via digital imaging on request via flatbed scanners, self-service photography and photocopying. Photographic collection all have digital and physical surrogate, so can be accessed online or on site. Born digital records are currently minimal. Multimedia collections are accessible in a variety of ways via digital and analogue recordings, with spaces and equipment available in the search room to enable this.

Free access to original records, audiovisual material, microfilms and the archive catalogue is provided in the archive search-room. An enquiry service provides access for remote researchers; this is a fee-based service but staff undertake a considerable amount of research before charging due to the geographic challenges of visiting and lack of online catalogue.

Orkney has a large number of cruise ship visitors from all over the world, who generally arrive with no preparation and wish to carry out research. With the help of the Family History group, the archive deals with this influx of readers, providing them with a high level of service.

A growing number of surrogate records are also available in the outer island heritage centres. This is an ongoing project delivered in partnership with the islands' development trusts and enables residents and tourists at more remote locations to access the archive collections.

Archive awareness amongst the islands' younger citizens is increased through the service's long-standing involvement in The Fereday Prize for a Local History Investigation. This initiative involves second year school pupils undertaking archival and field-based research on a local history topic and the winning entries are deposited in the archive.

The archive runs a fortnightly palaeography group which attracts around twenty regular participants, in person and online. This opens up the collections to worldwide audiences (one regular member is based in New York), supports learning and social inclusion, and also benefits the archive with thousands of records having been transcribed and added to the catalogue to date.

The service is active on social media, with over 86,000 followers on its X/Twitter feed. Its popular blog ('Get Dusty') contains in-depth articles on a variety of topics which generate good engagement and regularly support

3.3.3 A variety of means of access

Met

		research enquiries.
		The service offers strong opportunities for volunteers, not just around life-long learning, but with social inclusion. It also participates in a supported learning initiative with Development Youth Workforce by providing workspace and suitable projects for pupils who benefit from time out of school.
Overall view of Stakeholders and their experiences	Met	The service is responsive to the needs of its users and actively reviews its activities and procedures to ensure it continues to meet their expectations. It also engages widely and creatively with stakeholders and partners to draw in new audiences.

Assessors' Key Findings

A summary of the assessment for Orkney Archive

- 1 1. The service is valued by the local community and all members of the team have developed strong relationships with its users and stakeholders, including councillors and council officers in other service areas. Carrying out collaborative working has enabled the service to move towards an online catalogue which will increase its audience and provide a vital service to those who cannot visit the archive in person
- 2 2. The archive team undertakes impressive engagement across the local community to expand its audiences and has an understanding of potential users and where barriers to access need to be addressed.
- 3 3. The service has shown a clear commitment to digital records and continues to make good progress towards safeguarding digital collections.
- 4 5. Most aspects of collections management are of a good standard, but there are weaknesses within collections care due to a lack of awareness of current best practice in this area.

Feedback on actions for applicants

This section lists required and improvement actions resulting from the assessment. Required actions need to be addressed to meet accreditation in future. Improvement actions point to areas of future service development.

	Required/improvement?	Requirement number(s) to which it relates	Details
1	Required action	1.4	Further implement plans for short term storage to increase

			storage capacity, and identify suitable, sustainable, long term solutions for physical storage.
2	Required action	2.4.1, 2.4.3	Review Collections Care Policy to address areas of concern. Also provide clarity on treatments, clearly identifying that only mechanical cleaning can be done in house and all other remedial treatments must be done by a qualified conservator.
3	Improvement action	2.4.3 or 1.4 (depending upon action decided on)	Review storage arrangements for the surrogate photographic collection (whether to reshelve out-with main store or repackage to an archival standard) and implement preferred option.
4	Improvement action	2.1, 2.2.1	Develop written Deposit Agreement and Terms and Conditions of Deposit
5	Improvement action	2.4.4, 3.3.2	Develop a Business Continuity Plan to sit within the Emergency Plan to establish access and service procedures in the event of an emergency.
6	Improvement action	2.4.2, 2.4.3	Undertake a preservation survey to guide and inform future conservation, both preventive and remedial.
7	Improvement action	2.4.2	Continue to progress interim and long term digital preservation solutions for the collections.
8	Improvement action	2.4.3	Identify and implement sustainable long-term solutions to stabilise the environment with current air handling unit malfunctions