

## **Item: 13**

**Education, Leisure and Housing Committee: 7 June 2023.**

**Museums Service Forward Plan.**

**Report by Corporate Director for Education, Leisure and Housing.**

### **1. Purpose of Report**

To consider Museums' Forward Plan 2023 to 2028.

### **2. Recommendations**

The Committee is invited to note:

#### **2.1.**

That the four museums managed by the Council are accredited through Museums Galleries Scotland's 2019 Accreditation Standard which has a requirement for the Museums Service to have a current Forward Plan.

#### **2.2.**

The purpose of a Museums Forward Plan, as follows:

- To review the preceding plan and assess its success or failure against a series of SMART (Specific, Measurable, Achievable, Relevant and Time-bound) objectives.
- To summarises the structure of the Service, outline a resource plan against the most accurate available information and set similar SMART targets for the forthcoming period.

#### **2.3.**

That the existing Museums Service Forward Plan covers the period 2017 to 2022 and, therefore, requires to be updated.

#### **2.4.**

The current status of actions in the Museums Forward Plan 2017-2022, as follows:

- 36 actions (65.5%) are complete.
- 10 actions (18.2%) are partially complete.
- 9 actions (16.3%) are not yet complete.

#### **2.5.**

The draft Museums Forward Plan 2023 to 2028, attached as Appendix 2 to this report, which may be further amended, depending on the outcome of a consultant-led review of the Culture Service which is due to report by December 2023.

**It is recommended:**

## **2.6.**

That the Museums Forward Plan 2023 to 2028, attached as Appendix 2 to this report, be approved.

## **3. Background**

### **3.1.**

The Museums Forward Plan 2017-2022 was recommended for approval by the Education, Leisure and Housing Committee on 7 June 2017.

### **3.2.**

The Museums Service and the four individual museums managed by the Council were all awarded full Accreditation status on 21 February 2008. A revised version of the Standard was introduced in 2011, with the four Council run museums being awarded the new 2011 Accreditation Standard in October of that year, having piloted the new standard on behalf of the Arts Council of England. On 5 March 2015, on completion of a regular Accreditation Review, the four museums were again awarded full Accreditation status. On 25 April 2019, the Orkney Museum, Kirbuster Farm Museum and Corrigall Farm Museum were awarded Full Accreditation status, with Scapa Flow Museum awarded Provisional Status pending completion of the redevelopment project.

### **3.3.**

It is a requirement of the Accreditation Standard to have a Forward Plan, which includes activity and actions across each of the museums within the Service, as well as Service-wide improvements and commitments.

## **4. Monitoring of the Museums Forward Plan 2017 to 2022**

### **4.1.**

The previous Forward Plan for the Museums Service, which covered the period 2017 to 2022, was approved by Council in July 2017. It was written following detailed discussion with the staff team and has been monitored on a regular basis, primarily by the curatorial staff and the Team Manager.

### **4.2.**

The 2017 to 2022 plan identified targets under a total of aims. These were themed under four headings:

- Policy, legal requirements and continuous improvement.
- The future of Orkney Museums – reviewing our work.
- Supporting the sector, partnership working and community planning.
- Exhibitions, projects and events.

### **4.3.**

Monitoring was undertaken using a RAG (red, amber, green) traffic light system to easily identify which actions were completed and which were not completed during the lifespan of the Plan. The following is a summary of performance:

- Actions are completed (green) 36 (65.5%).
- Actions are partially completed (amber) 10 (18.2%).
- Actions are not yet complete (red) 9 (16.3%).

### **4.4.**

The 2017-2022 Plan, including the individual SMART actions and the monitoring of each action, is attached as Appendix 1 to this report.

### **4.5.**

The actions from the 2017 to 2022 plan which were not completed, primarily in relation to digitisation of the Museum Collection, have been included in the draft 2023 to 2028 plan.

## **5. Development of New Plan**

### **5.1.**

The previous Forward Plan expired in 2022 but owing to staff changes and the ongoing COVID-19 pandemic it was not updated. The Service has therefore been in breach of the terms of its Accreditation since 2022. If approved, this plan will rectify this position.

### **5.2.**

The renewal process for the accreditation of the Museum Service will take place between June and December 2024.

### **5.3.**

A draft Museums Forward Plan 2023 to 2028 has been prepared and is attached as Appendix 2 to this report. It is structured in the same way as the 2017 to 2022 plan, which fits the requirements of the Accreditation 2019 Standard. It includes 45 actions under the same themes as the 2017 to 2022 plan.

### **5.4.**

A consultant-led review of the Service has been commissioned for 2023, entitled 'Transforming Cultural Heritage', but this will not report until December 2023. The Museums Forward Plan will be amended in line with the outcomes of this review.

## **6. Human Resource Implications**

Delivery of the draft Forward Plan 2023-28 is dependent on staffing resources remaining at the same level as at the time of writing in April 2023.

## **7. Equalities Impact**

An Equality Impact Assessment has been undertaken and is attached as Appendix 3 to this report.

## **8. Island Communities Impact**

An Island Communities Impact Assessment has been undertaken and is attached as Appendix 4 to this report.

## **9. Corporate Governance**

This report relates to the Council complying with governance and procedural issues 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.

## **10. Financial Implications**

### **10.1.**

The actions set out within the Forward Plan are subject to the level of resources that will be made available to the Museums Service over the five year period 2023 to 2028.

### **10.2.**

The Museums Service operates within the limits of a revenue budget which is approved by the Council each year, and that can be enhanced by external funding streams.

### **10.3.**

Budgets have yet to be determined by the Council beyond the current financial year 2023 to 2024.

## **11. Legal Aspects**

### **11.1.**

The Council is empowered in terms of the Public Libraries Consolidation (Scotland) Act 1887 to purchase land or buildings, and to extend or repair or erect any buildings, for the provision of a museum, and has power to do all things necessary for its management.

### **11.2.**

Section 14 of the Local Government and Planning (Scotland) Act 1982 provides that the Council shall ensure that there is adequate provision of facilities, whether inside or outside their area, for the inhabitants of their area for recreational, sporting, cultural and social activities, including in terms of Section 17 the power to make such

contributions as well promote music, theatre, dance, operation visual art of other art forms and museums and galleries.

### **11.3.**

Section 20 of the Local Government (Scotland) Act 2003 provides that the Council has the power to do anything which it considers is likely to promote or improve the wellbeing of its area and the persons within that area which will include museums and heritage.

## **12. Contact Officers**

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Nick Hewitt, Team Manager (Culture), extension 2716, Email [nick.hewitt@orkney.gov.uk](mailto:nick.hewitt@orkney.gov.uk).

## **13. Appendices**

Appendix 1: Orkney Museums Forward Plan 2017 to 2022.

Appendix 2: Draft Interim Museums Forward Plan 2023 to 2028.

Appendix 3: Equality Impact Assessment.

Appendix 4: Island Communities Impact Assessment.

# Orkney Arts, Museums and Heritage



## Museums Forward Plan 2017 – 2022

*Created: April 2017*  
*Review date: April 2018*



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## Statement of Purpose

The safeguarding, collecting, preserving, conserving and interpretation of Orkney's Heritage

### *Key aims*

- To encourage the use of sustainable heritage related tourism as an economic boost to Orkney generally and especially to fragile communities
- To contribute to community well-being, through underpinning communities' sense of place and history, whilst recognising the uniqueness of each island and each community
- To safeguard Orkney's heritage, including artefacts, historic buildings, archaeological sites and local tales, traditions and memories for present and future generations, building working relationships with other individuals and organisations to this end
- To support and encourage research on all aspects of Orkney's heritage
- To inform and educate residents and visitors about the heritage of Orkney, including a positive contribution to community learning
- To improve access to Orkney's heritage for those disadvantaged through disability, income or geographical remoteness
- To act as an advocate for Orkney abroad, through responding to the demonstrated interest in Orkney's heritage
- To use the new World Heritage Site as a valuable marketing opportunity for Orkney's heritage





## Review of Forward Plan 2012 - 2015

The second Forward Plan for the Museums Service covered the years 2012 to 2015. It was written following detailed discussion within the staff team and has been monitored on a regular basis as a standing item on the agenda of curatorial meetings, which involve curatorial staff and the service manager.

The 2012 to 2015 plan identified 54 SMART targets under a total of 24 aims. These were themed under the following headings:

- Policy, legal requirements and continuous improvement
- The future of Orkney Museums and Heritage – reviewing our work
- Supporting the sector, partnership working and community planning
- Exhibitions, projects and events

The document, particularly the action plan, has proved to be easy to use and easy to monitor, and we have therefore retained the same basic structure for this current plan. A simplified version of the SMART targets, with final monitoring comments is attached as an appendix to this plan.

Monitoring was undertaken using a traffic light system to easily identify which targets were completed and which were not completed during the lifespan of the plan.

	2012-15	2007-11
Targets completed and/or ongoing (green)	41 (76%)	42 (71%)
Targets partially completed (amber)	6 (11%)	10 (17%)
Targets not completed (red)	7 (13%)	7 (12%)

In comparison with the completion of targets in the previous 2007-11 Forward Plan, a higher percentage of the targets were completed, however, a larger number of targets also remained uncompleted, although only by 1%. Of the seven targets not completed three relate to work to transfer the digital catalogue from AdLib to CALM and subsequent work to create a shared database with the Orkney Library and Archive, which was significantly delayed. This accounts for the percentage rise in targets which have not been completed.



Some significantly large targets were achieved, including the delivery of a major capital refurbishment of Orkney Museum, the delivery of a project which resulted in a new central museum store and the delivery of two internships and two traineeships in partnership with Museums Galleries Scotland.

## **Consultation**

In the development of this plan, key staff from within the Museums Service have been engaged in discussing and determining the priority areas and targets. Senior managerial staff have been consulted including the Head of Lifelong Learning & Inclusion and the Executive Director of Education, Leisure and Housing. Partners have been consulted including The Pier Arts Centre, Orkney College UHI, Stromness Museum and Historic Environment Scotland.



## Resource Plan

Please note these figures cover Heritage Administration, the 4 museums, the museum stores and unstaffed sites managed by the Council, and grants to museums and heritage centres only, and no other facilities or services managed or delivered by the Arts, Museums and Heritage Service.

	<i>2017/18</i>
<b><i>Museums and Heritage Development</i></b>	
Staff costs	361,200
Property costs	96,100
Supplies and Services, including shop	
Stock purchases	14,900
Transport costs	3,700
Administration costs	12,200
Apportioned costs	14,600
Payments to third parties	2,900
Miscellaneous costs	700
Support to the independent sector (grants only – in kind staff inc. in staff costs)	65,013
Projects:	
Archaeology Collections Assistant	22,000
Cathedral digital interpretation	20,000
Orkney Museum new Viking and Medieval Galleries	14,330
<b>Total</b>	<b>627,643</b>



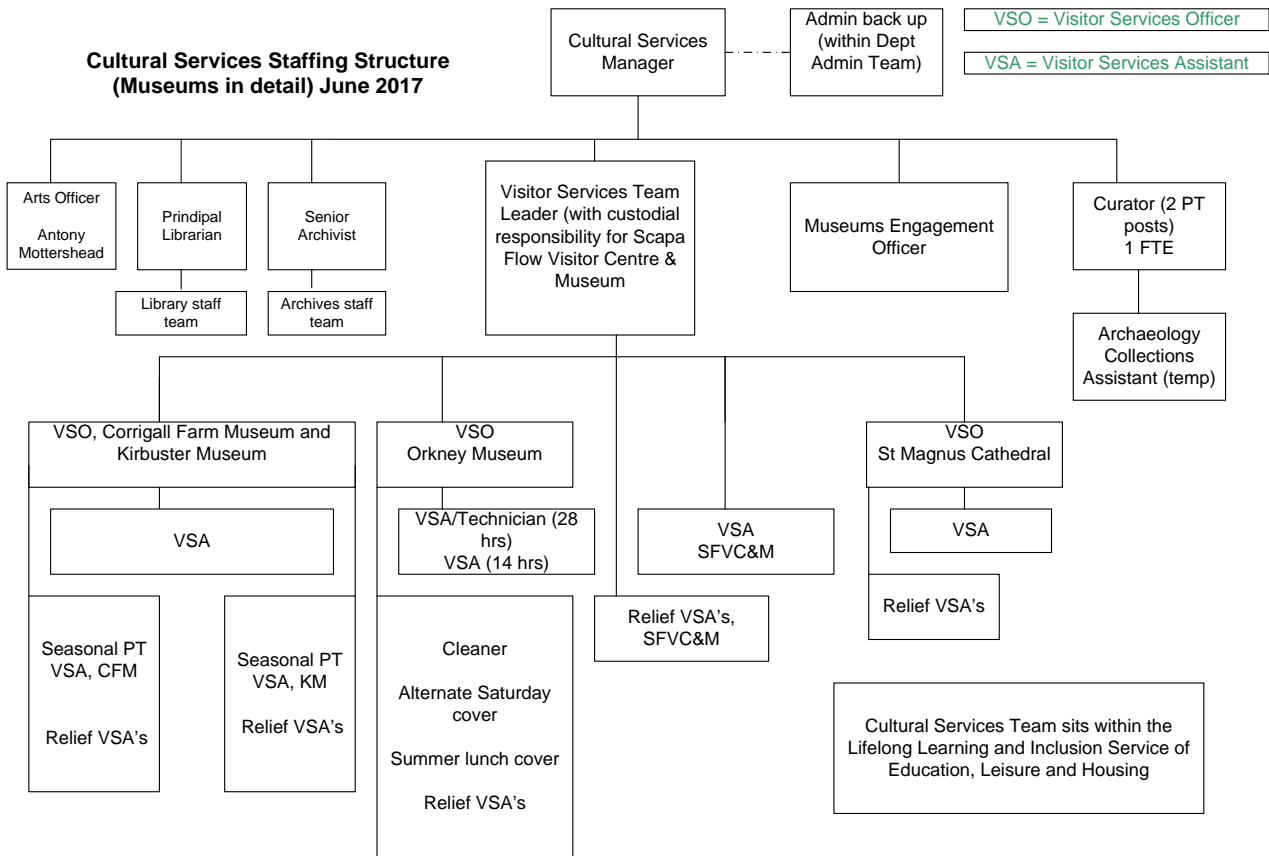
<b><i>Income</i></b>	<b><i>2017/18</i></b>
Core funds:	
Heritage Administration	89,100
Orkney Museum	178,700
Stores	25,600
O. Wireless Museum	1,500
Corrigall Farm Museum	32,800
Kirbuster Museum	38,400
Scapa Flow Visitor Centre and Museum	49,800
Temperance Hall Store	400
Boardhouse Mill	1,700
Orkneyinga Saga Centre	2,600
Rousay Heritage Centre	2,200
Ness Battery	500
Grants to independent museums & Heritage centres	65,013
Sales and donations	83,000
External grants:	
Archaeology Collections Assistant	22,000
Cathedral digital interpretation	20,000
Orkney Museum new Viking and Medieval Galleries	14,330
<b>Total</b>	<b>627,643</b>

***Estimated budget 2018/19***

The budget for 2018/19 is subject to budget setting which will take place from December 2017 and will be confirmed in February 2018. It is not possible to include indicative figures but this plan will be updated once the budget is known.



## *Current staffing structure*



## **Analysis of operating environment**

In order to analyse the operating environment of the museums, the staff team made use of the purpose designed RAPT tool (Risk Assessment Profiling Tool) which was designed by Birmingham Museums and Art Gallery supported by Renaissance West Midlands and Renaissance London. This tool has been designed specifically for use by museums, in determining awareness of risk and providing clear guidance as to improvements. Following use of the RAPT tool, actions have been included in the SMART targets within this plan to ensure that our risk management improves, and we aim to review our position using the tool on an annual basis.

The results from using the tool are included as an appendix to this plan.



# Orkney Arts, Museums and Heritage

## *Specific Objectives*

Aim or goal	Target No.	SMART Target	How it will be achieved	Cost in £ or resources	Lead Officer/s	By When	Comments
<b><i>Policy, legal requirements and continuous improvement</i></b>							
Improve the management and care of our collections	1	Review the Collections Development Policy every five years, however, include new national guidance when appropriate	Annual review meeting	Staff time	Service Manager to convene annual review meeting with curatorial team	March 2020	Completed
Improve the management and care of our collections	2	Determine a priority order for curatorial reviews of separate elements of the social history collection	Curatorial team	Staff time	Curator	Sept 2017	Completed
Improve the management and care of our collections	3	Following on from prioritising the order, undertake a curatorial review of one element of the social history collection and dispose of artefacts not consistent with the Collection Development Policy where appropriate, and using the Disposal Toolkit	Curatorial team	Staff time	Curator	Sept 2019	Completed (Naval History Collection)



<b>Aim or goal</b>	<b>Target No.</b>	<b>SMART Target</b>	<b>How it will be achieved</b>	<b>Cost in £ or resources</b>	<b>Lead Officer/s</b>	<b>By When</b>	<b>Comments</b>
Improve the management and care of our collections	4	Repack the Social History / Militaria collection in order to create an inventory	Curatorial team	Staff time and approx. £300 on packing materials (Stores budget)	Curator	Sept 2018	Completed
Improve the management and care of our collections	5	Re-pack prioritised archaeology assemblages following collections review	Curatorial team	Staff time and approx. £300 on packing materials (Recognition Budget)	Curator	December 2017	Ongoing
Improve the management and care of our collections	6	Complete Accreditation Review Areas for Improvement in relation to the Documentation Plan	Curatorial team	Staff time	Curator	December 2017	Completed
Improve the management and care of our collections	7	Deliver the Recognition Funded project to improve collections care	Temporary Archaeology Collections Assistant post	£42,000	Curator	Dec 2017	Completed
Improve the management and care of our collections	8	Annually check and review the loans boxes which are managed and issued by Orkney Library and Archive	Curatorial team	Staff time	Curator	Ongoing	Completed. Loans boxes no longer in use
Improve the management and care of our collections	9	Work with the Orkney Historic Boat Society on the conservation, restoration and display of the small boat collection	As part of the Scapa Flow Visitor Centre and Museum capital project (HLF Activity Plan)	Staff time	Curator	June 2019	Completed. To be led by OHBS



<b>Aim or goal</b>	<b>Target No.</b>	<b>SMART Target</b>	<b>How it will be achieved</b>	<b>Cost in £ or resources</b>	<b>Lead Officer/s</b>	<b>By When</b>	<b>Comments</b>
Improve the management and care of our collections	10	Undertake a security review at Corrigall Farm Museum in 2017 and every following 3 years	In partnership with Police Scotland	N/A	Visitor Services Team Leader	2017 and 2020	To be carried out in 2024
Improve the management and care of our collections	11	Undertake a security review at Kirbuster Museum in 2017 and every following 3 years	In partnership with Police Scotland	N/A	Visitor Services Team Leader	2017 and 2020	To be carried out in 2024
Improve the management and care of our collections	12	Undertake a security review at Scapa Flow Visitor Centre and Museum in 2019 and every following 3 years	In partnership with Police Scotland	N/A	Visitor Services Team Leader	2019 and 2022 following re-opening	Completed
Improve the management and care of our collections	13	Undertake a security review at Orkney Museum 2017 and every following 3 years	In partnership with Police Scotland	N/A	Visitor Services Team Leader	2017 and 2020	To be carried out in 2023
Improve the management and care of our collections	14	Undertake a security review at the Museum stores in 2017 and every following 3 years	In partnership with Police Scotland	N/A	Curator	2017 and 2020	To be carried out in 2023
Improve the management and care of our collections	15	Update Orkney Museums emergency plan following 2017 review	With support of Safety and Contingencies Manager	Staff time	Curator / Visitor Services Team Leader	2018	Completed
Improve the management and care of our collections	16	Review Corrigall Farm Museum's emergency plan	With support of Safety and Contingencies Manager	Staff time	Curator / Visitor Services Team Leader	2018	Completed
Improve the management and care of our collections	17	Review Kirbuster Museum's emergency plan	With support of Safety and Contingencies Manager	Staff time	Curator / Visitor Services Team Leader	2018	Completed





<b>Aim or goal</b>	<b>Target No.</b>	<b>SMART Target</b>	<b>How it will be achieved</b>	<b>Cost in £ or resources</b>	<b>Lead Officer/s</b>	<b>By When</b>	<b>Comments</b>
Improve the management and care of our collections	18	Review Scapa Flow Visitor Centre and Museum's emergency plan following re-opening	With support of Safety and Contingencies Manager	Staff time	Curator / Visitor Services Team Leader	2019	Completed
Improve access to collections based information	19	Ensure documentation is maintained up to date: entry forms and accessioning	Curatorial team	Staff time	Curator	ongoing	Completed
Improve access to collections based information	20	Digitise at least 1,000 paper catalogue records per year	Curatorial team with quarterly targets, reported on at curatorial meetings	Staff time	Curator	Ongoing	Completed
Improve access to collections based information	21	Create a shared database with the Library and Archives	Curatorial team in partnership working with staff in the Library and Archives	Staff time	Curator	2020	Completed
Improve access to collections based information	22	Review the ability to put collections online and the order in which collections should be prioritised for online access	Curatorial team	Staff time	Curator	2020	Completed
Improve access to collections based information	23	Take part in the BBC Your Paintings project to digitise the UK's public collections held watercolours, if and when this project takes place	Curatorial team	Staff time	Curator	Unknown	Incomplete. Project never took place.
Improve the web presence of Orkney Arts, Museums and Heritage	24	Establish online access to prioritised elements of the catalogue	All relevant staff including partnership with Library and Archive staff	Staff time	Curator	2021	Completed



Aim or goal	Target No.	SMART Target	How it will be achieved	Cost in £ or resources	Lead Officer/s	By When	Comments
Improve the web presence of Orkney Arts, Museums and Heritage	25	Increase social media activity across the museums service on Twitter and Facebook, including collections information – increase number of followers and likes	All staff	Staff time	Service Manager	Ongoing	Ongoing. Revised social media strategy in development
Improve public performance reporting	26	Provide accurate and reliable Statutory Performance Indicators on an annual basis	Staff involvement	Staff time	Service Manager	Annually	Ongoing
Improve the quality of our work	27	Review CPD requirements for all staff and agree objectives as part of ERD system	Through ERD procedures and individual review for each staff member	Staff time and individual specific cost of training programmes	Service Manager and appropriate line managers	Annually with 6 month review	Completed
Improve risk management	28	Maintain high level risk awareness through use of the RAPT tool from moderate to high – complete every two years as a minimum	Implementation of new tools such as monitoring how our intellectual property is used by others	Staff time	Service Manager	2018, 2020 and 2022	Discarded. RAPT online tool appears to be discontinued
Improve risk management	29	Consider developing a risk register for the Service	Visitor Services staff and curatorial team	Staff time	Visitor Services Team Leader	2017	Incomplete. To be carried out in 2023
Improve risk management	30	If agree to develop a risk register, complete risk register for the Service	Visitor Services staff and curatorial team	Staff time	Visitor Services Team Leader	2018	Incomplete. To be produce in 2023.



Aim or goal	Target No.	SMART Target	How it will be achieved	Cost in £ or resources	Lead Officer/s	By When	Comments
<b><i>The future of Orkney Museums – reviewing our work</i></b>							
Improve the sustainability of Orkney Arts, Museums and Heritage into the future	31	Continue to improve the Museums as 'green' institutions through reusing, reducing and recycling, alongside increasing lower energy use through day to day improvements	Waste Champions and pro-actively engaging with the recycling and sustainability agenda of the Council	N/A – should save money	Waste champions	Ongoing	Incomplete. Waste Champions scheme no longer active, although recycling continues
Improve the sustainability of Orkney Arts, Museums and Heritage into the future	32	Manage the Museum Store in as 'green' a way as possible	Waste Champions and pro-actively engaging with the recycling and sustainability agenda of the Council	N/A – should save money	Waste champions	Ongoing	Incomplete. Waste Champions scheme no longer active, although recycling continues
Improve facilities	33	Deliver a major capital programme at Scapa Flow Visitor Centre and Museum to restore and improve the museum – construction works programme	Staff team including key staff from D&I and external contractors	Staff time £3.5M	Service Manager and Capital Programme Project Officer	December 2019	Completed. Opened in July 2022
Improve facilities	34	Improve Orkney Museum toilets to ensure DDA compliancy	Costs covered by DDA Compliancy budget	Unknown	Facilities Manager	2021	Completed
Improve visitor experience	35	Ensure all visitor services staff have undertaken World Host training	Delivered through Orkney College	£95 per member of staff	Visitor Services Team Leader	2020	Incomplete. Scheme no longer in use.
Improving communication	36	Regular one to one meetings		Staff time	Service	Ongoing	Completed



<b>Aim or goal</b>	<b>Target No.</b>	<b>SMART Target</b>	<b>How it will be achieved</b>	<b>Cost in £ or resources</b>	<b>Lead Officer/s</b>	<b>By When</b>	<b>Comments</b>
and service provision		with senior staff team			Manager		
Ongoing monitoring and review of service	37	Regular curatorial meetings	Monthly meetings	Staff time	Service Manager / Curator	Ongoing	Completed
<b><i>Supporting the sector, partnership working and community planning</i></b>							
Strengthen partnership working with the independent sector	38	Engage with MGS and other partners on delivery of traineeship and internship programmes as opportunities allow		Staff time	Curator	Ongoing	No current opportunities
Strengthen partnership working internally within OIC	39	Support the delivery of degree and post graduate courses at the Archaeology Institute where opportunities allow	Presentations / lectures / providing MA Placements etc.	Staff time	Curator	Ongoing	Completed
Strengthen partnership working internally within OIC	40	Support development of the HLF Stage 2 application and delivery of the North Isles Landscape Partnership if fundraising successful	Membership of stakeholder steering group	Staff time	Service Manager and relevant staff	2021	Completed
Continue to support independent sector through revenue and capital grants	41	Continue to deliver annual grants to the independent sector through the Council's Culture Fund	Committee structure	£155,100 per annum	Service Manager	Ongoing	Completed



Aim or goal	Target No.	SMART Target	How it will be achieved	Cost in £ or resources	Lead Officer/s	By When	Comments
Increase quality of potential future museums staff	42	Support delivery of the Museums Studies course as part of the BA in Cultural Studies at centre for Nordic Studies, Orkney College UHI	Relevant staff	Staff time	Curator	annual	Incomplete. Support from the Service no longer required.
Increase quality of Orkney visitor attractions and museums	43	Continue to support independent sector through curatorial, exhibition, funding and policy based advice	Through OIC staff expertise	Staff time	All staff as appropriate	Ongoing	Completed
Increase quality of Orkney visitor attractions and museums	44	Engage with and support newly accredited museums and those seeking accreditation through Museum Mentor role as and when appropriate	Through OIC staff expertise	Staff time	Curator	Ongoing	Completed
Improved partnership working with colleagues	45	Work to establish closer links and appropriate projects in partnership with the Council Archaeologist, Orkney Archaeology Institute, Orkney Library and Archive, Centre for Nordic Studies, the Sites and Monuments Record and other relevant partners	Prioritising and delivering projects / regular meetings	Staff time	Service Manager / Curator	Ongoing	Completed



Aim or goal	Target No.	SMART Target	How it will be achieved	Cost in £ or resources	Lead Officer/s	By When	Comments
<b><i>Exhibitions, projects and events</i></b>							
High quality exhibition programme for the temporary gallery in Orkney Museum	46	Rolling one year exhibition programme	Programme agreed and approved on an ongoing basis	Existing exhibitions budget	Museums Engagement Officer	Ongoing	Completed
Supporting the sector	47	Providing expert support and advice to independent museums regarding exhibitions and displays	Relevant staff	Staff time	Museums Engagement Officer	Ongoing	Completed
Improve access to collections	48	Take artefacts out to special events as appropriate	Relevant staff	Staff time	Curator	Ongoing	Completed
Improve access to collections and knowledge	49	Expand outreach opportunities within our own sites as well as outwith	Relevant staff and in partnership with other organisations	Staff time	Curator / Museums Engagement Officer / VS Team Leader / VSO's as relevant	Ongoing	Completed
Improve staff knowledge of collections	50	Develop own research projects using the Museum collections	Curatorial staff	Staff time	Curator	Ongoing	Limited staff capacity for research projects



Aim or goal	Target No.	SMART Target	How it will be achieved	Cost in £ or resources	Lead Officer/s	By When	Comments
International projects	51	Encourage research projects using our collections including through the MGS and HES funded partnership project with the Scottish Society of Antiquaries - ScARF	Relevant staff	Staff time ScARF project fully funded by external partners, led by SSoA	As appropriate, primarily Curator	Ongoing ScARF 2019	Completed
Deliver exciting events	52	Engage with sector events and activities such as Museums at Night / Kids Takeover Museums / Museums selfies etc. and relevant themed events at each Museum as relevant and appropriate	Relevant staff	Staff time	As appropriate	Ongoing	Limited by staff capacity and pandemic restrictions
Deliver exciting events	53	Seek funding for annual Festival of Museums events as appropriate	Project planning and fundraising applications	Staff time	Museums Engagement Officer / VS Team Leader / VSO's	Annually or as appropriate	Incomplete. Funding no longer available
Deliver exciting events	54	Support delivery of Magnus 900 programme where relevant	Relevant staff	Staff time	As appropriate	2017	Completed
Deliver exciting events	55	Support delivery of the WW1 commemoration programme as appropriate	Relevant staff	Staff time	As appropriate	2019	Completed



# Orkney Arts, Museums and Heritage



## Museums Forward Plan

**2023 – 2028**

*Created: April 2023.*

*Review date: April 2024.*





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## Statement of Purpose

The safeguarding, collecting, preserving, conserving and interpretation of Orkney's Heritage

### Key aims

- To encourage the use of sustainable heritage related tourism as an economic boost to Orkney generally and especially to fragile communities.
- To contribute to community well-being, through underpinning communities' sense of place and history, whilst recognising the uniqueness of each island and each community.
- To safeguard Orkney's heritage, including artefacts, historic buildings, archaeological sites and local tales, traditions and memories for present and future generations, building working relationships with other individuals and organisations to this end.
- To support and encourage research on all aspects of Orkney's heritage.
- To work with residents and visitors to share the heritage of Orkney, including a positive contribution to community learning.
- To remove barriers to access to Orkney's heritage for those disadvantaged by, for example, disability, income or geographical remoteness.
- To act as an advocate for Orkney abroad, through responding to the demonstrated interest in Orkney's heritage.
- To use the World Heritage Site and its proposed Gateway as a valuable marketing opportunity for Orkney's heritage.



## Review of Forward Plan 2017-2022

The third Forward Plan for the Museums Service covered the years 2017 to 2022. It was written following detailed discussion within the staff team and has been monitored on a regular basis as a standing item on the agenda of curatorial meetings, which involve curatorial staff and the team manager.

The 2017-2022 plan identified 55 SMART targets. These were themed under the following headings:

- Policy, legal requirements and continuous improvement.
- The future of Orkney Museums and Heritage – reviewing our work.
- Supporting the sector, partnership working and community planning.
- Exhibitions, projects and events.

The document, particularly the action plan, has proved to be easy to use and easy to monitor, and we have therefore retained the same basic structure for this current plan. A simplified version of the SMART targets, with final monitoring comments is attached as an appendix to this plan.

Monitoring was undertaken using a traffic light system to easily identify which targets were completed and which were not completed during the lifespan of the plan. Explanatory notes are included in the Forward Plan 2017-22.

	2007-2011.	2012-2015.	2017-2022.
Targets completed and/or ongoing (green).	42 (71%).	41 (76%).	36 (65.5%).
Targets partially completed (amber).	10 (17%).	6 (11%).	10 (18.2%).
Targets not completed (red).	7 (12%).	7 (13%).	9 (16.3%).

In comparison with the completion of targets in the previous 2012-15 Forward Plan, a larger number of targets remained uncompleted, although only by 3%. Of the nine targets not completed, two relate to a former Council-wide 'Waste Champions' initiative and one to a Council-wide 'World Host Training'



initiative, both of which were abandoned during the Covid-19 pandemic and have not to date been renewed. The service has not been asked to support the Museums Studies Course at the Institute for Nordic Studies, and no funding was available to participate in the Festival of Museums. Three missed targets relate to the creation of site-specific Risk Registers, which will be addressed as a matter of urgency in the next Plan Period.

Some significantly large targets were achieved, notably the delivery of a £4.5 million capital refurbishment of the Scapa Flow Museum, and the delivery of the Magnus 900 and Scapa Flow 100 centenary programmes.

## **Consultation**

In the development of this plan, key staff from within the Museums Service have been engaged in discussing and determining the priority areas and targets. Partners have been consulted including Orkney College UHI and Stromness Museum.

The Museums Service will be subjected to a full Consultant-led review during 2023, entitled “Transforming Cultural Services.” This review will report back in December 2023 and the outcomes will then be subject to discussion within the Service and the Council.

This plan therefore may be subject to significant amendments once the Transforming Cultural Services report has been completed.



## Resource Plan

Please note these figures cover Heritage Administration, the 4 museums, St Magnus Cathedral, the museum stores and unstaffed sites managed by the Council, and grants to museums and heritage centres only, and no other facilities or services managed or delivered by the Arts, Museums and Heritage Service. Corrigall Farm Museum remains closed due to resourcing shortages at the time of writing.

### Museums and Heritage Development

<b>2023/24.</b>	<b>£</b>
Staff Costs.	554,600
Property Costs.	285,000
Supplies and Services.	18,800
Transport Vessel and Plant.	4,900
Administration.	17,700
Apportioned Costs.	23,400
Transfer Payments.	178,600
Third Party Payments.	7,700
Misc Costs.	1,500
<b>Total Expenditure.</b>	<b>1,092,200</b>
Other Grants, Reimbursements.	101,500
Rents and Lettings.	2,800
Sales.	83,100
Fees and Charges.	20,700
Misc Income.	13,300
<b>Total Income.</b>	<b>221,400</b>
<b>Net Expenditure.</b>	<b>870,800</b>



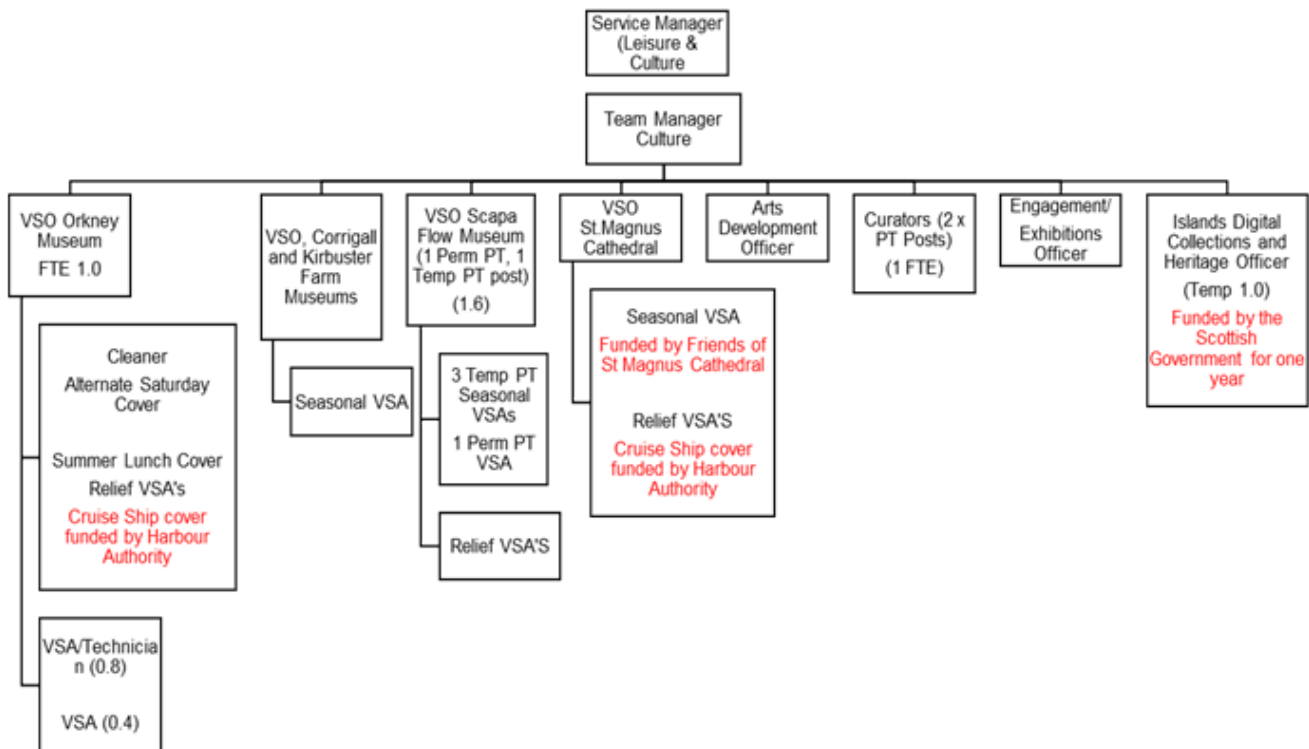
In addition there is the following projects which are budgeted as follows:

	£
Isbister (Tomb of the Eagles) Display	5,500
Isbister (Tomb of the Eagles) Site Service Review	10,000
Service Review	30,000
Islands DCHO post and web site	42,000
Web site phase 2 (collections online)	70,832
<b>Total Expenditure</b>	<b>158,332</b>
OIC Economic Development (Isbister)	15,500
Scottish Government Islands Team (Digital)	42,000
OIC (Service Review)	30,000
ERDF and SFM Reserve (Web Site Phase 2)	70,832
<b>Total Income</b>	<b>158,332</b>

Rising energy or supply costs should be noted as a particular risk looking ahead. Subsequent years will be subject to the Council's annual budget setting process.



# Current Staffing Structure



## Key:

- VSO – Visitor Services Officer.
- VSA – Visitor Services Assistant.
- PT – Part-Time.
- FTE – Full Time Equivalent.



## Orkney Arts, Museums and Heritage

### Specific Objectives

Aim or goal.	Target No.	SMART Target.	How it will be achieved.	Cost in £ or resources.	Lead Officer/s.	By When.	Comments.
<b><i>Policy, legal requirements and continuous improvement.</i></b>							
Improve the management and care of our collections.	1.	Review the Collections Development Policy every five years, however, include new national guidance when appropriate.	Annual review meeting.	Staff time.	Team Manager to convene annual review meeting with curatorial team.	March 2024.	
Improve the management and care of our collections.	2.	Determine a priority order for curatorial reviews of separate elements of the social history collection.	Curatorial team.	Staff time.	Curator (Social History).	Sept 2023.	
Improve the management and care of our collections.	3.	Following on from prioritising the order, undertake a curatorial review of one element of the social history collection per year and dispose of artefacts not consistent with the Collection Development Policy where	Curatorial team.	Staff time.	Curator (Social History).	Sept 2027.	





Aim or goal.	Target No.	SMART Target.	How it will be achieved.	Cost in £ or resources.	Lead Officer/s.	By When.	Comments.
		appropriate, and using the Disposal Toolkit.					
Improve the management and care of our collections.	4.	Repack the Social History / Militaria collection in order to create an inventory.	Curatorial team.	Staff time and approx. £300 on packing materials (Stores budget).	Curator (Social History).	Sept 2028.	Depends on progress of Unit 1 project.
Improve the management and care of our collections.	5.	Re-pack prioritised archaeology assemblages following collections review.	Curatorial team.	Staff time and approx. £300 on packing materials (Recognition Budget).	Curator (Archaeology).	Sept 2028.	Depends on progress of Unit 1 project.
Improve the management and care of our collections.	6.	Prepare for renewal of Accreditation across the Service.	Curatorial team.	Staff time.	Curators.	Invitation June 2024. Submission Dec 2024.	
Improve the management and care of our collections.	7.	Prepare a fully costed delivery plan for a new Collections Centre.	Through OIC Capital Project Appraisal (CPA) process and if authorised through National Lottery Heritage Fund (NLHF) and	Staff time and CPA development funds.	Team Manager, Curators, Islands Digital Collection and Heritage	2024.	Subject to Council approval.



Aim or goal.	Target No.	SMART Target.	How it will be achieved.	Cost in £ or resources.	Lead Officer/s.	By When.	Comments.
			other funding application processes.		Officer (IDCHO).		
Improve the management and care of our collections.	8.	Work with the Orkney Historic Boat Society (OHBS) on the conservation, restoration and display of the small boat collection.	Led by OHBS.	Staff time.	Team Manager.	Ongoing.	Supporting role only.
Improve the management and care of our collections.	9.	Undertake a security review at Corrigan Farm Museum in 2017 and every following 3 years.	In partnership with Police Scotland.	N/A.	Site VSO.	2024.	
Improve the management and care of our collections.	10	Undertake a security review at Kirbuster Museum in 2017 and every following 3 years.	In partnership with Police Scotland.	N/A.	Site VSO.	2024.	
Improve the management and care of our collections.	11.	Undertake a security review at Scapa Flow Visitor Centre and Museum in 2019 and every following 3 years.	In partnership with Police Scotland.	N/A.	Site VSO.	2023.	
Improve the management and care of our collections.	12.	Undertake a security review at Orkney Museum 2017 and every following 3 years.	In partnership with Police Scotland.	N/A.	Site VSO.	2023.	



<b>Aim or goal.</b>	<b>Target No.</b>	<b>SMART Target.</b>	<b>How it will be achieved.</b>	<b>Cost in £ or resources.</b>	<b>Lead Officer/s.</b>	<b>By When.</b>	<b>Comments.</b>
Improve the management and care of our collections.	13.	Undertake a security review at the Museum stores in 2017 and every following 3 years.	In partnership with Police Scotland.	N/A.	Curators.	2023.	
Improve the management and care of our collections.	14.	Update Orkney Museums emergency plan following 2017 review.	With support of Safety and Contingencies Manager.	Staff time.	Curator / Site VSO.	2023.	
Improve the management and care of our collections.	15.	Review Corrigan Farm Museum's emergency plan.	With support of Safety and Contingencies Manager.	Staff time.	Curator / Site VSO.	2024.	
Improve the management and care of our collections.	16.	Review Kirbuster Museum's emergency plan.	With support of Safety and Contingencies Manager.	Staff time.	Curator / Site VSO.	2024.	
Improve the management and care of our collections.	17.	Review Scapa Flow Visitor Centre and Museum's emergency plan following re-opening.	With support of Safety and Contingencies Manager.	Staff time.	Curator / Site VSO.	2023.	



<b>Aim or goal.</b>	<b>Target No.</b>	<b>SMART Target.</b>	<b>How it will be achieved.</b>	<b>Cost in £ or resources.</b>	<b>Lead Officer/s.</b>	<b>By When.</b>	<b>Comments.</b>
Improve access to collections based information.	18.	Ensure documentation is maintained up to date: entry forms and accessioning.	Curatorial team.	Staff time.	Curators.	Ongoing.	
Improve access to collections based information.	19.	Digitise at least 1,000 paper catalogue records per year.	Curatorial team with quarterly targets, reported on at curatorial meetings.	Staff time.	Curators and IDCHO.	Ongoing.	And make available through the new Collections Online facility (21 & 22).
Improve access to collections based information.	20.	Create a shared database with the Library and Archives.	Curatorial team in partnership working with staff in the Library and Archives.	Staff time and project funding.	Curator and IDCHO.	2023.	As part of 21 & 22.
Improve access to collections based information.	21.	Upgrade shared database to Axiell Collections.	Curatorial team in partnership with Library and Archives.	Staff time and project funding.	Curators and IDCHO.	2023.	
Improve the web presence of Orkney Arts, Museums and Heritage.	22.	Establish online access to the Axiell catalogue through the new web site.	All relevant staff including partnership with Library and Archive staff.	Staff time and project funding.	Curators and IDCHO.	2023.	
Improve the web presence of Orkney	23.	Increase social media activity across the museums service on	All staff.	Staff time.	IDCHO.	May 2024.	



Aim or goal.	Target No.	SMART Target.	How it will be achieved.	Cost in £ or resources.	Lead Officer/s.	By When.	Comments.
Arts, Museums and Heritage.		Instagram, Twitter and Facebook, including collections information – increase number of followers and likes by 10%.					
Improve public performance reporting.	24.	Provide accurate and reliable Statutory Performance Indicators on an annual basis.	Staff involvement.	Staff time.	Team Manager.	Annually.	
Improve the quality of our work.	25.	Review CPD requirements for all staff and agree objectives as part of ERD system.	Through ERD procedures and individual review for each staff member.	Staff time and individual specific cost of training programmes.	Team Manager.	Annually with 6 month review.	
Improve risk management.	26.	Consider developing a risk register for the Service.	Visitor Services staff and curatorial team.	Staff time.	Team Manager.	2017.	From Service Review 2023.
Improve risk management	27	If agree to develop a risk register, complete risk register for the Service	Visitor Services staff and curatorial team	Staff time	Team Manager	2018	From Service Review 2023.



Aim or goal.	Target No.	SMART Target.	How it will be achieved.	Cost in £ or resources.	Lead Officer/s.	By When.	Comments.
<b><i>The future of Orkney Museums – reviewing our work.</i></b>							
Improve the sustainability of Orkney Arts, Museums and Heritage into the future.	28	Continue to improve the Museums as ‘green’ institutions through reusing, reducing and recycling, alongside increasing lower energy use through day to day improvements.	Waste Champions and pro-actively engaging with the recycling and sustainability agenda of the Council.	N/A – should save money.	Waste champions.	Ongoing.	Subject to wider Council policy.
Improving communication and service provision.	29.	Regular one to one meetings with senior staff team.		Staff time.	Team Manager.	Ongoing.	
Ongoing monitoring and review of service.	30.	Regular curatorial meetings.	Monthly meetings.	Staff time.	Curators.	Ongoing.	
Ongoing monitoring and review of service.	31.	Contribute to Transforming Cultural Service consultant-led review.	Support consultant team as required.	Staff time and allocated budget of £30k.	Team Manager.	January 2023.	
<b><i>Supporting the sector, partnership working and community planning.</i></b>							



<b>Aim or goal.</b>	<b>Target No.</b>	<b>SMART Target.</b>	<b>How it will be achieved.</b>	<b>Cost in £ or resources.</b>	<b>Lead Officer/s.</b>	<b>By When.</b>	<b>Comments.</b>
Strengthen partnership working with the independent sector.	32.	Engage with MGS and other partners on delivery of traineeship and internship programmes as opportunities allow.		Staff time.	Curators.	Ongoing.	
Strengthen partnership working internally within OIC.	33.	Support the delivery of degree and post graduate courses at the Archaeology Institute where opportunities allow.	Presentations / lectures / providing MA Placements etc.	Staff time.	Curator (Archaeology).	Ongoing.	
Strengthen partnership working internally within OIC.	34.	Support delivery of the North Isles Landscape Partnership.	Membership of stakeholder steering group.	Staff time.	Team Manager and relevant staff.	2023.	NILPS is instrumental in delivering the new Collections Online and Web site.
Continue to support independent sector through revenue and capital grants.	35.	Continue to deliver annual grants to the independent sector through the Council's Culture Fund and Visual Arts and Craftmakers award scheme.	Committee structure.		Team Manager and Arts Development Officer.	Ongoing.	



<b>Aim or goal.</b>	<b>Target No.</b>	<b>SMART Target.</b>	<b>How it will be achieved.</b>	<b>Cost in £ or resources.</b>	<b>Lead Officer/s.</b>	<b>By When.</b>	<b>Comments.</b>
Increase quality of Orkney visitor attractions and museums.	36.	Continue to support independent sector through curatorial, exhibition, funding and policy based advice.	Through OIC staff expertise.	Staff time.	All staff as appropriate.	Ongoing.	
Increase quality of Orkney visitor attractions and museums.	37.	Engage with and support newly accredited museums and those seeking accreditation through Museum Mentor role as and when appropriate.	Through OIC staff expertise.	Staff time.	Curators.	Ongoing as requested.	
Improved partnership working with colleagues.	38.	Work to establish closer links and appropriate projects in partnership with the Council Archaeologist, Orkney Archaeology Institute, Orkney Library and Archive, INS, the Sites and Monuments Record and other relevant partners.	Prioritising and delivering projects / regular meetings.	Staff time.	Curators.	Ongoing.	
<b><i>Exhibitions, projects and events</i></b>							
High quality exhibition programme for the	39.	Rolling one year exhibition programme.	Programme agreed and approved on an ongoing basis.	Existing exhibitions budget.	Museums Exhibitions and	Ongoing.	





<b>Aim or goal.</b>	<b>Target No.</b>	<b>SMART Target.</b>	<b>How it will be achieved.</b>	<b>Cost in £ or resources.</b>	<b>Lead Officer/s.</b>	<b>By When.</b>	<b>Comments.</b>
temporary gallery in Orkney Museum.					Engagement Officer.		
Supporting the sector.	40.	Providing expert support and advice to independent museums regarding exhibitions and displays.	Relevant staff.	Staff time.	Museums Exhibitions and Engagement Officer	Ongoing.	
Improve access to collections.	41.	Take artefacts out to special events as appropriate.	Relevant staff.	Staff time.	Curators and Museums Exhibitions and Engagement Officer.	Ongoing.	
Improve access to collections and knowledge.	42.	Expand outreach opportunities within our own sites as well as outwith.	Relevant staff and in partnership with other organisations.	Staff time.	Curators, VSOs, Museums Exhibitions and Engagement Officer.	Ongoing.	
Improve staff knowledge of collections.	43.	Develop own research projects using the Museum collections.	Curatorial staff.	Staff time.	Curators, Museums Exhibitions and Engagement	Ongoing.	Recognising limited capacity and resource within the team.



Aim or goal.	Target No.	SMART Target.	How it will be achieved.	Cost in £ or resources.	Lead Officer/s.	By When.	Comments.
					Officer and IDCHO.		
International projects.	44.	Encourage research projects using our collections including through the MGS and HES funded partnership project with the Scottish Society of Antiquaries – ScARF through SIRFA (Scottish Island Research Framework for Archaeology).	Relevant staff.	Staff time ScARF/SIRFA project fully funded by external partners, led by SSoA.	As appropriate, primarily Curator (Archaeology).	Ongoing. ScARF/SIRFA 2019.	
International Projects.		Encourage research projects using our collections through the Social History Curators Group, Rural Museums Network and UK Maritime Heritage Forum.	Relevant staff.	Staff time.	As appropriate, primarily Curator (Social History).	Ongoing.	
Deliver exciting events.	45.	Engage with sector events and activities such as Museums at Night / Kids Takeover Museums / Museums selfies etc. and relevant themed events at	Relevant staff.	Staff time.	As appropriate.	Ongoing.	



Aim or goal.	Target No.	SMART Target.	How it will be achieved.	Cost in £ or resources.	Lead Officer/s.	By When.	Comments.
		each Museum as relevant and appropriate.					





## Equality Impact Assessment

The purpose of an Equality Impact Assessment (EqIA) is to improve the work of Orkney Islands Council by making sure it promotes equality and does not discriminate. This assessment records the likely impact of any changes to a function, policy or plan by anticipating the consequences, and making sure that any negative impacts are eliminated or minimised and positive impacts are maximised.

<b>1. Identification of Function, Policy or Plan</b>	
Name of function / policy / plan to be assessed.	Orkney Arts, Museums and Heritage Interim Forward Plan 2023 - 2028
Service / service area responsible.	Leisure and Culture
Name of person carrying out the assessment and contact details.	Nick Hewitt, Team Manager (Culture) <a href="mailto:nick.hewitt@orkney.gov.uk">nick.hewitt@orkney.gov.uk</a>
Date of assessment.	02.05.23
Is the function / policy / plan new or existing? (Please indicate also if the service is to be deleted, reduced or changed significantly).	Existing – revised (previous plan covers 2017 to 2022). The Service is not to be deleted, reduced or changed significantly, the plan outlines the future priorities and specific actions of the Service

<b>2. Initial Screening</b>	
What are the intended outcomes of the function / policy / plan?	To create a series of actions and priorities for the Museums Service in a way that is easily monitored and can clearly demonstrate delivery – or not.
Is the function / policy / plan strategically important?	No – this is a working document
State who is, or may be affected by this function / policy / plan, and how.	<b>Who</b> – Council staff within the Service are affected as the plan prioritises delivery and direction of the service over the next five years, as a series of SMART targets.

	<p>In addition partner organisations and individual members of the public may be positively affected.</p> <p><b>How</b> – Council staff will be affected in that the plan prioritises specific SMART targets for the Museums Service, and therefore Museums staff will have a clear understanding of the key priorities of the service and what they should prioritise within their workloads.</p> <p>Partner organisations and members of the public will be positively affected through active prioritisation of projects and/or actions which improve access both physically and virtually, e.g. the prioritisation of work in partnership with the Library and Archive to share an archive and collections database, which will in turn enable better and more seamless access by the public to documents and artefacts held and managed by the Council.</p>
<p>How have stakeholders been involved in the development of this function / policy / plan?</p>	<p>Key staff within the Museums Service have had a close involvement in its creation and the actions have been produced with shared responsibility between the service manager and the curatorial team. Other relevant services and organisation have had sight of, and opportunity to comment on, the draft plan, including the Library and Archive Service and external partners.</p>
<p>Is there any existing data and / or research relating to equalities issues in this policy area? Please summarise. E.g. consultations, national surveys, performance data, complaints, service user feedback, academic / consultants' reports, benchmarking (see equalities resources on OIC information portal).</p>	<p>The Accreditation 2019 Scheme for Museums in Scotland, published by Museums Galleries Scotland, was used to inform the Plan. The aim of the scheme is to set minimum standards for museums. In particular it specifies that services and facilities should support access by a broad range of users and that museums must carry out consultations regularly in order to establish the views of users on a range of issues. This can take a number of forms eg visitor books, comment cards. It also specifies that museums should understand factors which might impede usage of the museum and must also provide evidence that access issues are being identified and addressed.</p> <p>Comments left on visitor surveys are analysed on an annual basis and where improvements are suggested these are taken in to account in staff winter work programmes or filtered through to the</p>

	<p>facilities manager if works are not possible by the staff team.</p> <p>Pro-active access improvements are also made through specific projects</p>
<p>Is there any existing evidence relating to socio-economic disadvantage and inequalities of outcome in this policy area? Please summarise.</p> <p>E.g. For people living in poverty or for people of low income. See <a href="#">The Fairer Scotland Duty Guidance for Public Bodies</a> for further information.</p>	N/A
<p>Could the function / policy have a differential impact on any of the following equality areas?</p>	<p>(Please provide any evidence – positive impacts / benefits, negative impacts and reasons).</p>
<p>1. Race: this includes ethnic or national groups, colour and nationality.</p>	No
<p>2. Sex: a man or a woman.</p>	No
<p>3. Sexual Orientation: whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.</p>	No
<p>4. Gender Reassignment: the process of transitioning from one gender to another.</p>	No
<p>5. Pregnancy and maternity.</p>	No
<p>6. Age: people of different ages.</p>	Yes (positive). Statistically older people are more likely to have disabilities – see comments at item 11
<p>7. Religion or beliefs or none (atheists).</p>	No
<p>8. Caring responsibilities.</p>	Yes (positive) – see comments at item 10
<p>9. Care experienced.</p>	Yes (positive) – see comments at item 10
<p>10. Marriage and Civil Partnerships.</p>	No
<p>11. Disability: people with disabilities (whether registered or not).</p>	Yes (positive). The plan identifies several pro-active actions to improve access, both physical and digital, to the Service and the collections held

	by the Council. It should therefore have positive impacts in relation to people affected by disabilities.
12. Socio-economic disadvantage.	No

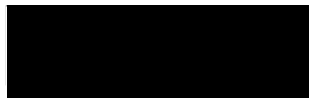
### 3. Impact Assessment

Does the analysis above identify any differential impacts which need to be addressed?	No
How could you minimise or remove any potential negative impacts?	N/A. As stated, the plan identifies actions to improve access to the Service and the collections held by the Council. It should therefore have positive impacts in relation to equalities.
Do you have enough information to make a judgement? If no, what information do you require?	Yes

### 4. Conclusions and Planned Action

Is further work required?	No.
What action is to be taken?	None
Who will undertake it?	N/A
When will it be done?	N/A
How will it be monitored? (e.g. through service plans).	N/A

Signature:



Date: 02.05.23

Name: NICK HEWITT

(BLOCK CAPITALS).

Please sign and date this form, keep one copy and send a copy to HR and Performance. A Word version should also be emailed to HR and Performance at [hrsupport@orkney.gov.uk](mailto:hrsupport@orkney.gov.uk)

## Island Communities Impact Assessment

### Museums Service Interim Forward Plan 2023-28

Preliminary Considerations	Response
Please provide a brief description or summary of the policy, strategy or service under review for the purposes of this assessment.	The four museums managed by the Council are accredited through Museums Galleries Scotland's 2019 Accreditation Standard which has a requirement for the Museums Service to have a current Forward Plan. These Museums are The Orkney Museum, Kirbuster Farm Museum, Corrigall Farm Museum and the Scapa Flow Museum, which is situated on Hoy, a ferry-linked island. The Museums Service's existing Forward Plan covers the period 2017 to 2022 and, therefore, requires to be updated.
Step 1 – Develop a clear understanding of your objectives	Response
What are the objectives of the policy, strategy or service?	To determine the workflows across the Service for the forthcoming five-year period.
Do you need to consult?	No
How are islands identified for the purpose of the policy, strategy or service?	The strategy covers the whole local Museums Service area which includes the Scapa Flow Museum on Hoy.
What are the intended impacts/outcomes and how do these potentially differ in the islands?	The Forward Plan is expected to review the plan which preceded it and assess its success or failure against a series of SMART (Specific, Measurable, Achievable, Relevant and Time-bound) objectives. It then summarises the structure of the Service, outlines a resource plan against the most accurate available information, and sets similar SMART Targets for the forthcoming period. The
Is the policy, strategy or service new?	This is a revised Forward Plan.
Step 2 – Gather your data and identify your stakeholders	Response



What data is available about the current situation in the islands?	Extensive consultation with the community in Hoy was carried out as part of the NLHF-funded Scapa Flow Museum redevelopment project.
Do you need to consult?	No
How does any existing data differ between islands?	N/A
Are there any existing design features or mitigations in place?	N/A
Step 3 – Consultation	Response
Who do you need to consult with?	See above
How will you carry out your consultation and in what timescales?	N/A
What questions will you ask when considering how to address island realities?	N/A
What information has already been gathered through consultations and what concerns have been raised previously by island communities?	See above
Is your consultation robust and meaningful and sufficient to comply with the Section 7 duty?	Yes
Step 4 – Assessment	Response
Does your assessment identify any unique impacts on island communities?	No
Does your assessment identify any potential barriers or wider impacts?	No
How will you address these?	N/A
<b>You must now determine whether in your opinion your policy, strategy or service is likely to have an effect on an island community, which is significantly different from its effect on other communities (including other island communities).</b>	

If your answer is **No** to the above question, a full ICIA will NOT be required and **you can process to Step 6.**

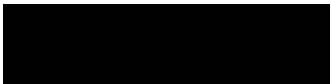
If the answer is **Yes**, an ICIA must be prepared and **you should proceed to Step 5.**

To form your opinion, the following questions should be considered:

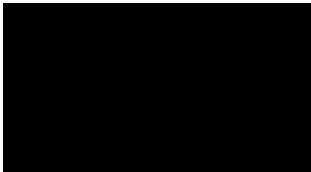
- Does the evidence show different circumstances or different expectations or needs, or different experiences or outcomes (such as different levels of satisfaction, or different rates of participation)?
- Are these different effects likely?
- Are these effects significantly different?
- Could the effect amount to a disadvantage for an island community compared to the Scottish mainland or between island groups?

Step 5 – Preparing your ICIA	Response
In Step 5, you should describe the likely significantly different effect of the policy, strategy or service:	N/A
Assess the extent to which you consider that the policy, strategy or service can be developed or delivered in such a manner as to improve or mitigate, for island communities, the outcomes resulting from it.	N/A
Consider alternative delivery mechanisms and whether further consultation is required.	N/A
Describe how these alternative delivery mechanisms will improve or mitigate outcomes for island communities.	N/A
Identify resources required to improve or mitigate outcomes for island communities.	N/A
Stage 6 – Making adjustments to your work	Response
Should delivery mechanisms/mitigations vary in different communities?	No, the Museums Service applies the Forward Plan evenly and consistently across all communities.

Do you need to consult with island communities in respect of mechanisms or mitigations?	No
Have island circumstances been factored into the evaluation process?	The Museums Service applies the Forward Plan evenly and consistently across all communities.
Have any island-specific indicators/targets been identified that require monitoring?	No
How will outcomes be measured on the islands?	N/A
How has the policy, strategy or service affected island communities?	The Museums Service applies the Forward Plan evenly and consistently across all communities.
How will lessons learned in this ICIA inform future policy making and service delivery?	N/A
<b>Step 7 – Publishing your ICIA</b>	<b>Response</b>
Have you presented your ICIA in an Easy Read format?	Yes
Does it need to be presented in Gaelic or any other language?	No
Where will you publish your ICIA and will relevant stakeholders be able to easily access it?	Orkney Islands Council's Website with relevant Education, Leisure and Housing Committee Report and Minute; Museums Service web site.
Who will signoff your final ICIA and why?	Frances Troup, Head of Community Learning, Leisure and Housing – Head of Service.

ICIA completed by:	Nick Hewitt
Position:	Culture Team Manager
Signature:	

Date complete:	03.05.23
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ICIA approved by:	Frances Troup
Position:	Head of Community Learning, Leisure and Housing
Signature:	
Date complete:	22 May 2023