

NORFOLK RECORDS COMMITTEE

Date: Friday 22 April 2016

Time: 10:30am

Venue: Green Room, The Archive Centre, County Hall,
Martineau Lane, Norwich

Please Note:

Arrangements have been made for committee members to park on the county hall front car park (upon production of the agenda to the car park attendant) provided space is available.

Persons attending the meeting are requested to turn off mobile phones.

Membership

Mr D Buck	Broadland District Council
Ms D Carlo	Substitute: Mr S Dunn
Mrs A Claussen-Reynolds	Norwich City Council
Michael Chenery of Horsbrugh	North Norfolk District Council
	Norfolk County Council
	Substitute: Mr B Iles
Mr P Duigan	Breckland District Council
	Substitute: Cllr M Chapman-Allen
Ms C Herries	Norwich City Council
Dr C J Kemp	South Norfolk District Council
	Substitute: Mr T Blowfield
Mrs E A Nockolds	King's Lynn and West Norfolk Borough Council
	Great Yarmouth Borough Council
Ms K S Robinson-Payne	Norfolk County Council
Mr P Smyth	Substitute: Fred Agnew
	Norwich City Council
Ms V Thomas	Norfolk County Council
Mrs M Wilkinson	Substitute: Mike Sands

Non-Voting Members

Mr M R Begley
Mr R Jewson
Dr G A Metters
Dr V Morgan
Prof. C Rawcliffe
Revd C Read
Prof. R Wilson

Co-opted Member
Custos Rotulorum
Representative of the Norfolk Record Society
Observer
Co-opted Member
Representative of the Bishop of Norwich
Co-opted Member

**For further details and general enquiries about this Agenda
please contact the Committee Officer:**

Nicola LeDain on 01603 223053
or email committees@norfolk.gov.uk

A g e n d a

1. **To receive apologies and details of any substitute members attending.**

2. **Minutes**

To confirm the minutes of the meeting of the Norfolk Records Committee held on 7 January 2016.

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3. **Matters of Urgent Business**

4. **Members to Declare any Interests**

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter.

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects:

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

If that is the case then you must declare such an interest but can speak and vote on the matter.

7. **Finance and Risk Report**

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Report by the Executive Director of Communities and Environmental Services

8. **Performance Report**

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Report by the Executive Director of Communities and Environmental Services

9. Service Plan 2016-17

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Report by the Executive Director of Communities and Environmental Services.

10. Future Meetings

Date	Time	Venue
1 July 2016	10:30	Green Room, NRO, Archive Centre
28 October 2016	10:30	Green Room, NRO, Archive Centre

Chris Walton
Head of Democratic Services
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 14 April 2016



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Norfolk Records Committee

Minutes of the Meeting held on 7 January 2016

Present:

Norfolk County Council

Michael Chenery of Horsbrugh

Norwich City Council

Ms V Thomas

Broadland District Council

Mr D Buck

South Norfolk District Council

Dr C J Kemp

Borough Council of King's Lynn and West Norfolk

Mrs E Nockolds

Breckland Council

Mr P Duigan

Non-Voting Members

Co-Opted Member

Prof R Wilson

Representative of the Norfolk Record Society

Dr G A Metters

Representative of the Bishop of Norwich

Rev'd C Read

1. Apologies for Absence

- 1.1 Apologies for absence were received Prof. C Rawcliffe, Mrs A Claussen-Reynolds, Mr R Jewson, Ms D Carlo, Mr P Smyth, Mr M Begley.

2. Minutes

- 2.1 The minutes of the meeting held on 30 October 2015 were confirmed as an accurate record of the meeting and signed by the Chairman.

3. Urgent Business

- 3.1 There was no urgent business.

4. Members to declare any interests

- 4.1 There was no interests declared.

5. Finance and Risk Report

- 5.1 The Committee received the annexed report (5) from the Executive Director of Communities and Environmental services which covered the forecast position and risk management for the Norfolk Records Committee as at 30th November 2015.

- 5.2 The risk CMM020 related to the archive specialist staff who had been permanently located at the Millennium Library as part of a partnership but was due to cease as part of the proposed budget savings.
- 5.3 The County Archivist reported he had written to the Heritage Lottery Fund requesting their view on the proposed savings especially the reduction to opening times and how this would affect the grant they had received for building the Record Office. He had yet to receive a reply but had been promised this would be received by the end of the consultation. The reply would be circulated to the Committee when it was received. This risk would be highlighted in the report to the Communities Committee.
- 5.4 The registrar's records would be using more space than expected and this risk was being managed by the long term strategy of maximising use of space.
- 5.5 It was reported that the disaster plan had been re-written and training had been carried out for the management team.
- 5.6 The Committee, having considered the report, **RESOLVED** to;
- Note the performance with the revenue budget and reserves and provisions for 2015/16.
 - Note the management of risk for 2015/16.
 - Note the proposed budget savings for 2015/16 and beyond.

6. Changes to Accommodation at the Archive Centre

- 6.1 The Committee received the annexed report (6) from the Executive Director of Communities and Environmental Services which outlined the proposals for changes at the Archive Centre for the Committee's approval.
- 6.2 The Committee expressed a concern at the car parking for those visiting the registration offices located in the Archive Centre as there was a lack of spaces at County Hall. The car parking issue at County Hall was currently being discussed by Members.
- 6.3 The County Archivist reported that the feasibility study which had been carried out by NPS had returned considerably higher figures than anticipated for carrying out the work. There were negotiations being held and it was hoped that the costs would dramatically reduce.
- 6.4 The Committee, having considered the report, **RESOLVED** to;
- Approve the implementation of the changes to the Archive Centre as outlined in the report.

7. Re-Imagining Norfolk at the Norfolk Record Office

- 7.1 The Committee received the annexed report (7) by the Executive Director of Communities and Environmental services which outlined the changes if the service would make the budget savings for 2016-2017.
- 7.2 It was suggested that if the proposal for Record Office to cease buying larger collections went ahead details of the location of those collections should be retains.

- 7.3 It was confirmed that the closure on a Friday would unfortunately be a permanent closure. It was a similar picture of austerity all over the Country with similar impacts on Record Offices.
- 7.4 The Committee expressed that it was a shame that such a successful, flagship institution was having to face such challenges, and that the people making the decision of the savings should realise the reputable impact of the proposed budget savings.
- 7.5 The Committee **RESOLVED** to;
- Note the contents of the report and the changes in the service the Norfolk Record Office would provide.
 - Approve the changes outlined in the report to the service if they were required to make the budget savings for 2016-2017.

8. Future Meetings

The dates of future meetings were noted.

Date	Time	Venue
Friday 22 April 2016	10:30am	Green Room, Archive Centre, NRO
Friday 1 July 2016	10:30am	King's Lynn Record Office, Town Hall
Friday 28 October 2016	10:30am	Green Room, Archive Centre, NRO

The meeting concluded at 11.55am.

Dr C. J. Kemp, Chairman of the Committee



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Norfolk Records Committee

Item No 7

Report title:	Finance and Risk Report
Date of meeting:	22nd April 2016
Responsible Chief Officer:	Tom McCabe – Executive Director Communities and Environmental Services
Strategic impact This report covers the forecast position and risk management for the Norfolk Records Committee in 2015/16 as at 29 th February 2016.	

Executive summary

This report covers the forecast Norfolk Records Office (NRO) budget out-turns for 2015/16. Section 1 covers progress with the NRO revenue budget for 2015/16, reserves and provisions and the capital programme, and savings applied to the revenue budget for 2016/17. Section 2 provides the Committee with an update on the service risk register.

The main issues for consideration by this Committee are:

- Progress with NRO Revenue budgets and Reserves and Provisions indicates that the service should achieve a break-even position at the year-end
- Progress with risk management for NRO.

Recommendations: The Norfolk Records Committee is asked to consider and comment on:

- **Performance with the revenue budget and reserves and provisions for 2015/16**
- **Management of risk for 2015/16**
- **Note the proposed budget savings for 2016/17 and beyond**

1. Revenue Budget

1.1 Financial Performance 2015/16

- 1.1.1 At the end of 2015/16, the NRO expects to deliver an outturn balanced to budget. This is summarised in the table below.

Service	Approved budget £m	Forecast 2015/16 Outturn £m	+Over/- Underspend £m	Variance to budget
Employee related costs	0.800	0.800	0	0%
Premises	0.004	0.004	0	0%
Travel	0.003	0.003	0	0%
Supplies & Services	0.069	0.069	0	0%
Third Party payments	0.001	0.001	0	0%
Support Services	0	0	0	0%
Depreciation	0.205	0.205	0	0%
Income	-0.280	-0.280	0	0%
Total	0.802	0.802	0	0%

- 1.1.4 The 2015/16 revenue budget includes Putting People First savings of £0.052m. These are for Increased Income generation (£0.020m), Reduced spend on equipment and conservation materials (£0.013m), further reduction in document purchases and supplies (£0.006m). These savings are expected to be met.
- 1.1.5 During 15/16 the NRO revenue budget has increased by £0.110m. This adjustment is due to increased depreciation charge budget.

1.2 Capital programme

- 1.2.1 There is no capital programme for 2015/16.

1.3 Reserves and Provisions

1.3.1 The table summarising the 2015/16 position appears below.

- The Residual Insurance reserve is planned to be used in the year to support development activities. To secure the best income from providing digital access in this way will require the NRO to undertake significant work to prepare existing digital assets, assemble metadata and undertake in-fill digitization.

Reserves and Provisions 2015/16	Balances at 01Apr15	Outturn at 31Mar16	Change
	£m	£m	£m
Norfolk Record Office			
Residual Insurance and Lottery Bids	0.278	0.205	-0.073
Unspent Grants & Contributions Reserve	0.012	0.012	0.000
Service Total	0.290	0.217	-0.073

1.4 2016/17 Budgets

While a number of budget savings were agreed for 2015/16 and beyond as part of the Putting People First consultation, changes to the financial environment mean further savings are required under Re-imagining Norfolk. However full Council did not agree to the suggested savings for the Record Office under Re-imagining Norfolk and therefore only those previously agreed savings are necessary, they are summarised as below:

	2016/17 £m	2017/18 £m	2018/19 £m
PPF20 – Increased Income Generation	-0.010	0	0
Total	-0.010	0	0

The effect of this on the 2016/17 budget is as follows:

Description	2015/16 Budget £m	Additional Costs 2016/17 £m	Savings 2016/17 £m	Cost Neutral Adjustments 2016/17 £m	Proposed 2016/17 Budget £m	Saving Reference
Employee related costs	0.776	0.018		0.029	0.823	
Premises	0.004				0.004	
Transport	0.004			-0.001	0.003	
Supplies & Services	0.069			-0.007	0.062	
Third Party Payments	0.001				0.001	
Depreciation & Impairment	0.206				0.206	
Income	-0.257	-0.001	-0.010	-0.022	-0.290	PPF20
Total	0.803	0.017	-0.010	-0.001	0.809	

2. Risk Management

- 2.1 The service continues to manage the risks to its objectives both internal and external. The risk register is reviewed and updated on a quarterly basis and was last reported to this Committee in January 2016. A summary of the risk register based on the most recent review of November 2015 appears at Appendix A.
- 2.2 The register contains five key risks, two of which are currently assessed as a 'medium' level risk, while three are assessed as 'low'.
- 2.3 All risks are being well managed. Three of the risks are showing 'Green – on schedule' progress towards achieving their target risk scores, and the other two are showing 'Amber' and with further planning should be met.
- 2.4 The impact of the unmet risks on the budget has been assessed as follows:
- 2.4.1 For RM13959 'Loss of or reduction in funding', if this external funding was lost then the service would have to choose between ceasing activities or continuing and incurring an over spend. This risk is classed as 'Amber' as it is important that the Record Office maintains adequate staffing for those areas which generate this income. The risk is further mitigated by continuing to apply for external funding and explore income generating opportunities.
- 2.4.2 For RM13963 'Inability to continue collecting archives', an increased level of accessions has already reduced the available space more quickly than planned and this may recur. Maximising the use of available space through repackaging and storage by size is an important element in the Service Plan. This risk is classed as 'green' and is not expected to occur in 2016/17, and so will have no impact on the revenue position.

- 2.4.3 For RM14164 'Failure to meet growing public expectations on access', is the risk that the public can't access collections as easily as they expect to. This could mean demand for our services would reduce. This is mitigated through entering into commercial partnerships to improve access and planning for access to digital images in search room. Contracts have been signed for web mounting parish records with some now available online and school records have been released. This risk is classed as 'green' and is not expected to occur in 2016/17, although there is a long term need to ensure that the NRO's metadata is enhanced and made accessible in new ways.
- 2.4.4 For RM14165 'Failure to collect, preserve and make accessible new formats of archive', NRO is not in a position to fully manage the preservation and continued accessibility of born digital records. This is mitigated through developing procedures, staff skills and exploring collaborative approaches. This risk is classed as 'Amber' however, work has been carried out on existing digital holdings comply and an agreement has been reached with East of England Archive Council and the National Archives to work collaboratively on a regional solution.
- 2.4.5 For RM14167 'Collection at risk through unexpected events', due to the special nature of the NRO collection the usual NCC continuity planning has to be reviewed and adapted. This is mitigated through the roll out of specific Emergency Plan, in which staff have now completed their training. This risk is classed as 'green' and is not expected to occur in 2016/17, and so will have no impact on the revenue position.

3. Financial Implications

The implications for resources including, financial, staff, property and IT, where relevant, are set out in Section 1 of this report.

4. Issues, risks and innovation

Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account.

5. Background

There are no other documents to which to refer.

Officer Contact

If you have any questions about matters contained in this paper please contact:

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Appendix A

Risk Register - Norfolk County Council																					
Risk Register Name			Norfolk Record Office														Red				
Prepared by			Gary Tuson														Amber				
Date updated			April 2016														Green				
Next update due			October 2016														Met				
CDGSTP	Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Inherent Likelihood	Inherent Impact	Inherent Risk Score	Current Likelihood	Current Impact	Current Risk Score	Tasks to mitigate the risk	Progress update	Target Likelihood	Target Impact	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Reviewed and/or updated by	Date of Review and/or update
S	Norfolk Record Office	RM13959	Loss of or reduction in funding	Loss of or reduction in levels of external funding, including NCC, could lead to a reduced capacity to deliver the service, threaten business viability and infringe Heritage Lottery Fund conditions of grant.	31/03/2009	4	4	16	2	4	8	Continued development of efficient and prioritised working practices Ensure staff are in place to maintain income generating activities Continue to explore opportunities for income generation	Income generation targets being reached. Dicussions held with HLF	2	3	6	31/03/2017	Amber	Gary Tuson	Gary Tuson	01/10/2016
S	Norfolk Record Office	RM13963	Inability to continue collecting archives	An increased level of accessions has reduced available space in strongrooms more quickly than planned and there may be further, unexpected increased levels.	27/02/2014	2	3	6	2	3	6	Actions to mitigate risk to be included in forthcoming service plans	Target for 30 cubic metres of storage to be created in 2015/16 met.	2	2	4	31/03/2017	Green	Gary Tuson	Gary Tuson	01/10/2016
S	Norfolk Record Office	RM14164	Failure to meet growing public expectations on access	Public are not able to access collections as easily as they expect through modern technologies	27/02/2014	3	3	9	3	3	9	• Use of commercial partnerships to improve access • Planning for access to digital images in searchroom under way	Contracts signed and school records now accessible online. Contracts for parish records in place and some online. More due in spring / sumer 2016	2	3	6	31/03/2017	Green	Gary Tuson	Gary Tuson	01/10/2016
S	Norfolk Record Office	RM14165	Failure to collect, preserve and make accessible new formats of archive	Increasingly records are born digital and must be preserved in a digital format. The NRO is not in a position to fully manage digital records in line with the OAIS model.	27/02/2014	3	5	15	3	5	15	• Explore collaborative options for delivery of digital preservation • Develop staff skills • Continue to develop in-house procedure for handling digital objects	Pilot project has secured funding and partners	3	3	9	31/03/2017	Amber	Gary Tuson	Gary Tuson	01/10/2016
S	Norfolk Record Office	RM14167	Collection at risk through unexpected events	Provision beyond the council continuity planning needs to be made due to special nature and extent of the NRO collection	27/02/2014	1	5	5	1	5	5	• Disaster / emergency plan training to be rolled out	Plan completed and management team training completed. This risk needs to be managed constantly, further review and training will be required in 2017/18	1	5	5	31/03/2018	Green	Gary Tuson	Gary Tuson	01/10/2016

NORFOLK RECORDS COMMITTEE

Item No 8

Report title:	Performance Report 1 October 2015 –31 March 2016
Date of meeting:	22 April 2016
Responsible Chief Officer:	Tom McCabe

Executive Summary

This report provides information on the activities of the Norfolk Record Office (NRO) and its performance against its service plan during the period between 1 October 2015 and 31 March 2016.

Proposal

The Norfolk Records Committee is asked to:

Consider performance against the 2015/16 service plan and comment accordingly

Performance against Service Plan

1 Developing skills and realising the educational benefits of using archives

- 1.1 The Norfolk Record Office aims to encourage the use of archives by groups of all ages and abilities.

Formal Education

- 1.2 Visits from and to groups engaged in education during this period have included:

- I. North Norfolk Stories – five school visits to TAC (Holt, North Elmham, Langham, Blakeney and Kelling primary schools), a visit to Happisburgh Primary School and two workshops at Felbrigg Hall for Holt and Hindringham primary schools working in partnership with the National Trust, also 10 Local History packs for primary schools have been produced.
- II. School visits have included Hobart High School for an introduction to the NRO; Fleggburgh Primary School for a World War Two workshop; Long Stratton High

School for a WWI workshop. Local history workshops have been delivered to primary schools in Tasburgh, Thetford and Little Plumstead.

- III. Working with Norfolk Museums Service to deliver Slavery Workshops to 120 pupils from Stour Valley High School.

A total of 609 people took part in 18 workshops.

Lifelong Learners

- 1.3 The NRO ran a series of events aimed at lifelong learners. These have included:
- i. an Archival Ambulation exploring sources for Norwich pubs,
 - ii. an evening on the World War Two Bomb Map at the Coach and Horses,
 - iii. two Seal Sock Sewing Bees where volunteers are helping make protective covers for wax seals
 - iv. A Research Bloggers training session. This has resulted in 13 individuals working on blogs for www.norfolkrecordofficeblog.org and www.norfolkinww1.org
 - v. Lunchtime lectures including talks on Alice Le Strange (1585-56), nursing men with psychological trauma during the World War One, Norfolk's Polish community during the second World War and 'Changeling Words'.
 - vi. Two training sessions for 10 North Norfolk Stories aimed at young people not in education, employment or training (NEETs). They have produced an exhibition for North Norfolk Stories Festival, which will be on display at TAC in May.
- 1.4 In total there have been 13 group events with 123 people attending.

2 Developing New Audiences and New Uses for the Collection

Volunteer Programme

- 2.1 Volunteers have contributed 1,328 hours to the NRO during this period and 2,345 hours over the whole year.
- 2.2 The number of regular volunteers has varied between 14 and 19. Alongside these regular volunteers, the NRO has provided placements for work experience to Asperger

Anglia clients, the Prince's Trust and two sixth formers.

- 2.3 Work has continued on indexing marriage licence bonds and cleaning Hornor maps. During this period, a volunteer has also completed the cataloguing of seven boxes of additional diplomatic papers of Sir Henry Lytton Bulwer (1801-72). These mainly date from his period as British ambassador at Constantinople, but there are also letters to him as minister plenipotentiary at Madrid, including some relating to his expulsion in 1848.

Local Collaboration

- 2.4 In February, the Norfolk Record Office, in partnership with the University of East Anglia, hosted a day conference aimed at exploring ways in which local history groups and community archives could work with the NRO and UEA to benefit each other. All places at the Conference were booked with 70 people attending on the day.
- 2.5 As well as speakers from the NRO and UEA there were also 14 short slots where groups could talk about their work. These included speakers from groups in Thompson, Paston, Bunwell, Thetford, Mulbarton, Docking, Taverham, Fakenham, Loddon and Diss. The day ended on a high note with the Hassel Smith Memorial Lecture given by Professor Carole Rawcliffe.
- 2.6 Those attending were encouraged to complete evaluation forms, which also asked about ways in which we could improve collaborative working: 53 were returned. These confirmed the positive feedback received on the day, with 63% of respondents scoring the day as 5 out of 5, 35% as 4, and 2% as 3. They also showed how much people valued the opportunity to network with like-minded people and to learn from the experiences from a wide variety of speakers.
- 2.7 As a follow up to the Conference, the NRO and UEA are planning to run a training session on archive principles in the autumn, followed by another conference in the New Year

Exhibitions

- 2.8 An exhibition forming part of the Edith Cavell commemorations entitled 'No Hatred or Bitterness: Norfolk Women in the First World War' was launched on 2 October. This ran until December and was accompanied by a number of educational activities and lunchtime lectures.

3 Providing Public Access Service

Searchroom Service

1 October 2015 – 31 March 2016

3.1

Norfolk Record Office:	Searchroom Visits	Written Enquiries	Telephone Enquiries	Documents Produced
The Archive Centre	2,583 (2,679)	4,187 (3,280)	3,564 (3,839)	17,889 (15,011)

(Same period in previous year in brackets)

Remote Services

3.2

	Visits	Pages Viewed
NRO Website	30,980	90,144
NROCAT	19,586	380,634
	Followers	
Twitter	2,446	

- 3.3 An analysis of use trends in the Search Room has shown considerable changes in patterns of use over the past five years. This reveals that, whilst the total number of visitors has dropped by around 27%, the change is not evenly distributed between users of microforms and of original documents: There has been a decrease of around 39% in the number of microform users, but of only 12% in users of original documents.
- 3.4 Over the same period, there has been a large increase in the number of remote enquiries received by the NRO. This is in part due to the additional services for copy birth, death and marriage certificates, but it also reflects the increased demand for digitization. Over the last five years the number of remote enquires has risen by 57%.

Changes to NRO: The Archive Centre

- 3.5 An update on the project was presented to the Records Committee at its January 2016 meeting. Since that meeting, the feasibility study has been revised in order to provide a more realistic approximate cost of the works. This, combined with a reduction in the scope of works, has resulted in a massive reduction in the estimated cost.
- 3.6 The following items have been removed from the scope of works:
- The glazed screen and door at the beginning of the Long Gallery
 - The central desk in the Search Room.
- 3.7 The transfer of the Sound Archive room to the current listening room and the creation of a new Education Room in the microform end of the Search Room will still go ahead.
- 3.8 This more realistic price in the revised feasibility study has enabled work to progress on further planning and survey work: a structural survey, asbestos survey and tender pack are now complete.
- 3.9 The current schedule for the work is:
- 1 April: Issue of Tender Package
 - 22 April: Tender Returns
 - 9 May: Start of Contractor Mobilisation
 - 23 May: Start on Site
 - 15 July: Completion of Works
- 3.10 Access arrangements for the works have been organized so that the Record Office will not have to change its standard opening hours. However, a closure period will be required for access so that demolition work can take place at the back of the searchroom. This is likely to be during the first week of works on site, scheduled for the week of 23 May. However, until the tendering process is complete, there is a significant risk that this date may change.

Providing Alternative Means of Access to the Collection

Second Air Division USAF Memorial Trust Digital Archive

- 4.1 In the autumn of 2013 the Norfolk Record Office began work on the digitization of the 2nd Air Division Memorial Trust archive collection. This collection contains a wide

variety of material including photographs, letters, memoirs, diaries, v-mails, drawings and poems, much of which has been donated by the families of those who served in Norfolk during the Second World War.

4.2 The objectives of this project, funded by the Trust, were to:

- digitize as much as possible within the project budget and other constraints
- provide access to the digitized content via an easy to use online interface and via the NRO catalogue

4.3 The project has completed its digitization phase with a total of around 40,000 images captured from over 1000 archival pieces. This equates to 66% of the total collection.

4.4 The focus of attention over the last six months has been the development of a website where the images can be easily explored by the public. This exploration is based on a simple taxonomy developed by the Record Office that uses themes such as wartime Norfolk, remembrance, missions and incidents, leisure time and entertainment, and aircraft.

4.5 A demonstration of the beta version of the website was given at the 2nd Air Division Memorial Trust AGM in November and the final site is set to be launched at an event in The Forum in May.

5 Managing and Developing the NRO Collection

Accessions

5.1 A total of 141 accessions have been received during this period. Highlights include:

- i. Partners Against Crime Taskforce (PACT), Norfolk, 1997-2015.
- ii. Photographs and postcards collected by H.T. Leake of Lynn, serving with the Royal Engineers, while in France, Italy, Greece, Macedonia, Mesopotamia, the Caucasus and India during the First World War, 1914-1919.
- iii. Beetley in Brisley and East Bilney and Tofts manorial records, 1588-1765.
- iv. Financial records of King's Lynn Area Hospitals Management Committee and Queen Elizabeth Hospital King's Lynn NHS Foundation Trust and their predecessors, 1946-1982.
- v. Minute books and papers of the Bluebell Model Allotment Gardens Association, 1932-2009.
- vi. Norwich Lacrosse Society records, 1930-2000.
- vii. Norwich Heritage Economic and Regeneration Trust (HEART) records, c 2000-c 2015.

- viii. Royal British Legion Women's Section records of Norfolk County Committee, 1937-2013.
- ix. Norfolk and Norwich University Hospital Nurses League minute book, 1930-1948, and album of photographs, newscuttings etc., 1932-2004.
- x. Yare Boat Club, 1911-2013.
- xi. Umbrella Housing Group, 1969-2015.

5.2 A full list of accessions is attached as appendix 1.

Digital Preservation

5.3 In November 2015 the General Council of UNESCO unanimously agreed to Recommendations on protecting documentary heritage including in digital form. This Recommendation stresses the importance of archives, stating:

Documentary heritage comprises those single documents – or groups of documents – of significant and enduring value to a community, a culture, a country or to humanity generally, and whose deterioration or loss would be a harmful impoverishment. Significance of this heritage may become clear only with the passage of time. The world's documentary heritage is of global importance and responsibility to all, and should be fully preserved and protected for all, with due respect to and recognition of cultural mores and practicalities. It should be permanently accessible and re-usable by all without hindrance. It provides the means for understanding social, political, collective as well as personal history. It can help to underpin good governance and sustainable development. For each State, its documentary heritage reflects its memory and identity, and thus contributes to determining its place in the global community.

The Recommendation also lays great stress on the urgency of action for dealing with digital documents which, because of their 'inherently temporary nature', require special actions and skills for their preservation and continued accessibility.

5.4 The County Archivist was asked to join a task-group to consider practical opportunities for the UK regarding engagement with and the implementation of the UNESCO Recommendation with particular regard to digital preservation. This group has now produced a policy note for the UK government that, amongst other actions, stresses the importance of collaborative working.

East of England Regional Archive Council (EERAC) Digital Preservation Consortium

- 5.5 In February EERAC agreed to recommendations from the NRO to the adoption of a collaborative approach to digital preservation using Archivematica. (This is an open source software tool, developed under the auspices of the International Council on Archives. Of particular importance is its use in ingesting digital objects where it can generate the required preservation metadata and package groups of objects.) Rather than each office installing, administering and updating the software it was agreed that a shared installation, hosted by a third party, with a single instance of the software being shared between active participants should be the subject of a pilot project.
- 5.6 The project partners with whom the NRO will work are Cambridgeshire Archives, Hertfordshire Archives and Local Studies, the History of Advertising Trust and Peterborough Archives. Norfolk has agreed to be the contracting party for the project.
- 5.7 The project has also received the backing of the National Archives who have provided a grant of £7000 to support the project.

Norwich City Cataloguing

- 5.8 The project has now completed its two and a half year run. It was decided that, with such a large and important collection, priority had to be given to completing certain sections over others. In line with this the Great Hospital records were excluded from the project and made the subject of a separate funding application to the Wellcome Trust.

In total the project has:

- i. Added 3467 entries to the NRO catalogue from 704 boxes (out of 970), over 120 plans, charters and other outsize documents
- ii. Re-packaged documents and replaced boxes as required
- iii. Added new authority files for the catalogued items to enable resource discovery
- iv. Held two public 10-week courses in palaeography using Norwich City documents
- v. Worked with three volunteers who have packaged medieval seals, undertaken a condition survey of deeds and seals, calendared petitions to, and depositions and examinations before the Mayor dating from the 16th century, indexed names from Norwich quarter sessions
- vi. Uncovered previously known important documents and clarified the significance of many other series. Some examples of these are given in Appendix 2.

Caring for the Collection

- 6.1 Work is now nearing completion on all of the items selected for conservation from King's Lynn borough archives. In total 62 charters and three volumes have been cleaned, repaired and prepared for digitization.
- 6.2 Training for emergency preparedness has now been completed. Staff were divided into four groups, shown the emergency equipment, where everything is stored, introduced to the procedures in the event of a disaster followed by a practical session in the strongroom where they practiced removing and recording archives.
- 6.3 There was an additional session for the management team, which forms the initial emergency response team, where they were shown plant areas and where utilities are controlled.

7 King's Lynn Borough Archive

- 7.1 Work on the King's Lynn Borough Archive is now very close to completion. The site has been handed over to the King's Lynn and West Norfolk Borough Council and the Stories of Lynn exhibition opened on 25 March.
- 7.2 In the archive strong room, where mobile racking has now been installed, conditions are being monitored to ascertain when they will be suitable for the collection to be installed. The standard which the Record Office follows is PD5454: 2012 Guide for the Storage and Exhibition of Archive Material; this is an amalgamation and full revision of BS 5454 and PD 0024. At present, although for much of the time the temperature and humidity is stable and within the range required by PD5454, there are some periods where a rapid change in temperature and humidity is taking conditions outside of the required parameters. Engineers are looking into the settings on the air conditioning and, as soon as the issue is resolved, the collection will be returned.

8 Financial Implications

- 8.1 The implications for finance are set out in the Finance and Risk report.

9 Issues, risks and innovation

- 9.1 Officers have considered all the implications of which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into

account.

10 Background

- 9.1 This report refers to the Norfolk Record Office Service Plan which was approved by the Norfolk Records Committee in April 2015.

Officer Contact

If you have any questions about matters contained in this paper please get in touch with:

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Appendix 1

Accessions 1 April-30 September 2015

ACC 2015/141	Records of St Andrew's Primary School, North Pickenham	1855-2000s
ACC 2015/142	Nar Valley Group of Parishes Marriage registers	1984-2015
ACC 2015/143	Records of Brooke V.C. Church of England Primary School	1838-1992
ACC 2015/144	Records of Ward Gethin Archer, solicitors of Watton	1817-1901
ACC 2015/145	King's Community Church (Norwich)	2 May 2009-12 May 2012
ACC 2015/146	Colton's Acre Trust, St Giles' Parish, Norwich	1895-2001
ACC 2015/147	Eaton Rise Residents' Association	1952-2014
ACC 2015/148	Records of the Arter Family of Harpley and Little Massingham	nd [c 1899]-1940s
ACC 2015/149	Gooderstone Parish Council (additional)	1977-2015
ACC 2015/150	Costume and Textile Association for Norfolk Museums	1989-2013
ACC 2015/151	Papers of Hilary Hammond as 2nd Air Division Trust Governor	1996-2003
ACC 2015/152	2nd Air Division Memorial Library additional	1943-2013
ACC 2015/153	2nd Air Division Memorial Library additional material	nd [1943]-nd [late 20th century]
ACC 2015/154	Records of Walter Harvey, former local director of Laurence Scott and Electro Motors Ltd of Norwich	1947-2015
ACC 2015/155*	Manor of East Rudham court leet book	1609-1621
ACC 2015/156	Records of Fleggburgh Parish Council	1804
ACC 2015/157	Mileham Primary School additional records	1889-2015

ACC 2015/158	Client papers of Nicholas Daykin, solicitors, of Attleborough	1847-1952
ACC 2015/159	Additional Loddon Parochial Church Council statements of accounts and vouchers	1935-1942
ACC 2015/160	Photographs of South Walsham soldiers; roll of honour South Walsham Methodist church	1914-1919
ACC 2015/161	Will of Thomas Matthews of Lynn	1707
ACC 2015/162	Photographs and postcards collected by H.T. Leake of Lynn, serving with the Royal Engineers, while in France, Italy, Greece, Macedonia, Mesopotamia, the Caucasus and India during the First World War	1914-1919
ACC 2015/163	Certificate of admission of Samuel Dalton as a solicitor in Court of Chancery	27 Jun 1822
ACC 2015/164	Peter Codling Architects additional records	1989-1994
ACC 2015/165	Beetley in Brisley and East Bilney and Tofts Manorial Records	1588-1765
ACC 2015/166	Title deeds relating to Sustead	1703-1731
ACC 2015/167*	Suffield Farm Accounts	1886-1898
ACC 2015/168	Records of Swainsthorpe Parish Council	1922-2010
ACC 2015/169	Additional records of the Spurrell family of Thurgarton	1770s-nd [mid-20th century]
ACC 2015/170	Sound recordings of Caistor Roman Project (additional)	2014-2015
ACC 2015/171	Colton's Acre Trust additional records	1982-2002
ACC 2015/172	2nd Air Division Memorial Library (additional)	1980s-1990s
ACC 2015/173	Additional records of the Holiday Fellowship Norwich Group	1955-2010
ACC 2015/174	Invite for Edith Cavell's memorial service.	1919
ACC 2015/175	Additional records of Lt.Col. Jocelyn Gurney	1950s-1970s

ACC 2015/176	Community and Environmental Services records (addl)	20th century
ACC 2015/177*	Letter book of Samuel Osler of London, leather factor and of Great Yarmouth, fish manure manufacturer	1851-1862
ACC 2015/178	Stiffkey Parish Council	1894-c 1993
ACC 2015/179	Peter Codling Architects additional	late 20th century
ACC 2015/180	North Norfolk Methodist Circuit, additional	1933-1973
ACC 2015/181	Financial records of King's Lynn Area Hospitals Management Committee and Queen Elizabeth Hospital King's Lynn NHS Foundation Trust and their predecessors	1946-1982
ACC 2015/182	Minute books and papers of the Bluebell Model Allotments Association (later Bluebell Model Allotments and Gardens Association)	1928-c 2000
ACC 2015/183	Deeds and papers relating to ownership of 2 Sandringham Road, Norwich	1763-1977
ACC 2015/184	Records relating to Burnham Market Parish	c 1814-1899
ACC 2015/185	Fakenham ecclesiastical parish	1719-2010
ACC 2015/186	Attendance certificates for Gissing School	1916-1917
ACC 2015/187	Architectural files of Anthony Paul Rossi relating to St John the Baptist Roman Catholic Cathedral Norwich	1992-2002
ACC 2015/188	Records of Norwich Lacrosse Society	1930-2000
ACC 2015/189	Additional records of Hassingham ecclesiastical parish	1957-2001
ACC 2015/190	Additional records of Lingwood ecclesiastical parish	1922-1970
ACC 2015/191	Roughton burial register	1922-2001
ACC 2015/192	Bressingham parish, additional	late 20th century-2005

ACC 2015/193	Fulmodeston tithe map and apportionment, parish copy	1837
ACC 2015/194	Bills of Fletcher and Son Ltd of Norwich	1903
ACC 2015/195	Additional East Anglian District Methodist, Norwich Methodist and Brooke Methodist Church	1976-2015
ACC 2015/196	Various deeds and manorial documents	1772-1876
ACC 2015/197	Title deeds and manorial documents relating to property in the Harleston area	1659-1933
ACC 2015/198	Norfolk & Suffolk Hospitals Contributors Association, later trading as Anglia Healthcare	c 1870-1992
ACC 2015/199	Norwich Heritage Economic and Regeneration Trust (HEART)	c 2000-c 2015
ACC 2015/200	Photograph of St Peter's Church, Corpusty	April 1977
ACC 2015/201	William Marshall Church of England Voluntary Controlled Primary School Welney	1875-2015
ACC 2015/202	Photographs and papers of E. Arnold Curtis of the Engineers Department, Norwich City Council	1955-c 1969
ACC 2015/203	2nd Air Division Memorial Library	nd [? 2015]
ACC 2015/204	2nd Air Division Trust documents relating to the building of the new library	1998-2001
ACC 2015/205	Cabbell Lodge no. 807 additional records	1910-1980
ACC 2015/206	NPS Property Consultants additional records	20th century-early 21st century
ACC 2015/207	Hingham and District Community Magazines	Jan-Dec 2015
ACC 2015/208	2nd Air Division Memorial Library (USAAF) additional	1944-1945
ACC 2015/209	Francis Hornor & Son, additional records	c 1910-1970s
ACC 2015/210	Yaxham parish additional: banns register	1955-2009
ACC 2015/211	Records of the Norfolk Olympiads Athletics Club	1971-1989

ACC 2015/212	Norfolk and Norwich University Hospital Nurses League (formerly Norfolk and Norwich Hospital Nurses League)	1929-2004
ACC 2015/213	Records of Norfolk Lawn Tennis Association	1912-2013
ACC 2015/214	Letter from Church Commissioner to Rev'd E Dennis re dilapidations assessment, Banningham	1953
ACC 2015/215	Letter and receipt, Anglian Peace Fellowship to Rev'd W C Hall of Barton Turf	1942
ACC 2015/216	Broadland Singers scrap book	1963-1977
ACC 2015/217	Royal British Legion Women's Section records of Norfolk County Committee and of closed branches	1937-2013
ACC 2015/218	Wise Archive additional	2008-2009
ACC 2015/219	Mundford Parish Council (additional)	1796-1910
ACC 2015/220	Routh-Clarke family of Wattlefield Hall, Wymondham	1696-1910
ACC 2015/221	Norwich Heritage Economic and Regeneration Trust (Norwich HEART) - additional	1980s
ACC 2015/222	Hoveton Parish Council (additional)	1945-c. 2011
ACC 2015/223	Hales and Heckingham Parish Council	1984-2013
ACC 2015/224	Section plans of the Ipswich to Norwich railway line	c 1845
ACC 2015/225	Diary of Janet Ellis of Overstrand (additional)	Jan-Dec 2015
ACC 2015/226	National Union of Teachers (NUT) Great Yarmouth Conference souvenir programme	1931
ACC 2015/227	North Walsham and Aylsham Methodist Circuit and North Norfolk Methodist Circuit additional records	c 1996-2015
ACC 2015/228	Diocese of Norwich additional	2004-2015
ACC 2015/229	Records of St Stephen's Church, Norwich	1847-2010
ACC 2015/230	Records of St Stephen's Church Trust Estates	1906-2015

ACC 2015/231	Records of Yare Boat Club	1911-2013
ACC 2015/232	Records of George White Junior School	1904-1988
ACC 2015/233	King's Lynn area deeds	19th - 20th Century
ACC 2015/234	Records of the Scole Committee for Archaeology (addl)	1973-2009
ACC 2015/235	Research papers of Barbara Dodwell (additional)	20th Century
ACC 2015/236	Great Yarmouth Port Authority (additional)	1798-1978
ACC 2015/237	Norwich Hobart Womens' Institute	1996-2014
ACC 2015/238	Sound Recordings of Caistor Roman Project (additional)	nd [early 21st century]
ACC 2015/239	Norfolk Lawn Tennis Association (additional)	late 20th century
ACC 2015/240	Sale Particulars relating to Wheatacre Burgh	1812, 1857
ACC 2015/241	Church of England Parish of Topcroft, St Margaret (additional)	4 Oct 1991-28 June 2014
ACC 2015/242	Norfolk Registration Service (additional)	1919-2015
ACC 2015/243	Hemblington Ecclesiastical Parish (additional)	1878-1969
ACC 2015/244	Records of the Purdy family of Woodgate, Aylsham	1841-nd [c 1920]
ACC 2015/245	Wortwell Town Lands Educational Foundation and Redenhall District Schools' Music Festival	1959-1968
ACC 2015/246	Records of Umbrella Charitable Housing Group	1969-2015
ACC 2015/247	Tirle deeds, Mattishall	1827-1854
ACC 2015/248	Old Buckenham Baptism Church	1947-1992
ACC 2015/249	Mulbarton ecclesiastical parish (additional)	1983-2014
ACC 2015/250	'The Latest Album of Yarmouth Views' published by Charles J. Carr	nd [c 1900]
ACC 2015/251	Downham Market Council traders registers	1897-1972

ACC 2015/252	Documents relating to fabric of church of St Mary, Tasburgh	1005-2010
ACC 2015/253	Walpole of Wolterton (additional)	1738-1749
ACC 2015/254	Title deeds to a property in Stibbard	1821-1957
ACC 2015/255	Walpole of Wolterton (additional)	nd [1763-1791]
ACC 2015/256	Property of John Jarrold II in Dallinghoo, Suffolk	1777-1814
ACC 2015/257	Mortgage of property in Shropham and letter from Abigail West	1706-1879
ACC 2015/258	Aldborough Methodist Chapel Women's Own	1954-2008
ACC 2015/259	Photographs of Aldborough and Wickmere Schools, with explanatory letters	1899-2009
ACC 2015/261	Walcott PCC; Ridlington PCC records	1944-2011
ACC 2015/262	Additional parish records of Bracon Ash, Flordon, Hethel and Mulbarton	1922-1998
ACC 2015/264	Morningthorpe and Fritton Parish Council	1935-2010
ACC 2015/265	Records of the Cromer and North Norfolk Festival of Music Dance and Speech	1948-2014
ACC 2015/266	Deeds relating to site of Bracon Ash School	1877
ACC 2015/267	Service history of Charles S. 'Sam' Evans and Louise Carey Rockey Evans, 1942-1946	2015-2016
ACC 2015/268	Charity Commission additional records relating to Norfolk charities	1857-1898
ACC 2015/269	Hardley ecclesiastical parish records (additional)	19th century-20th century
ACC 2015/270	Diocese of Norwich (additional)	20th century-21st century
ACC 2015/271	Record of Furnishings at Sculthorpe Parish Church	2015
ACC 2015/272	Marsham Parochial Church Council minutes	3 March 1921-20 Apr 1938

ACC 2015/273	Records of Allen Cadge and Gilbert, Solicitors, and predecessors	17th century-20th century
ACC 2015/274	Souvenir of the Visit of the French Delegates to Norwich, with two letters of thanks	1916
ACC 2015/275	Weekly Diaries of the Rt Revd Graham James, Lord Bishop of Norwich	2011-2016
ACC 2015/276	Records of Norton Subcourse School	1911-1969
ACC 2015/277	Documents and photographs relating to Watton, Saham Toney and District	18th century-20th century
ACC 2015/278	Aylsham Collection (additional)	1939-? 1945
ACC 2015/279	Jarrolds' Guide to Norwich	c1895
ACC 2015/280	Papers re Scamler's Charity, Wolterton	1896
ACC 2015/281	Records of King's Lynn Arts Centre	1957-2016
ACC 2015/260	Norfolk Federation of Women's Institutes (additional)	
ACC 2015/263	Draft Electoral Register of Mulbarton Polling District and other papers	

Appendix 2

Some Highlights from the NCR Cataloguing

City Court/mayor's register, 1415-1557

An example of both would be the mayor's register of 1415-1557 in NCR Case 16a/1. This was thought to be the first mayor's court register, but is likely, in fact, to be one of the few surviving records (in NCR) of the City Court, the main administrative body of the city in the medieval period, and for which, we hold few records apart from the rolls of deed acknowledgements in Case 1. In addition, the second minute book in the same series appears also to be the recorded acts of the court of the aldermen and mayor together, and it is not until the third volume in the series, that the minutes plainly become those of the mayor's court in its role as an every-day petty sessional hearing.

City dispute records

Full descriptions of the many records in NCR Case 9 relating to disputes concerning boundaries and exempt jurisdiction between the City and Priory, the competing rights of the city water mills against those of the abbot of St Benet of Holme, and patronage and electoral procedures with Alderman Thomas Wetherby and others, 1272-1524. These include many records detailing the city's ideas of their early history and ancient privileges.

Memorandum describing the office and duties of the City Chamberlain, 1449

This Common Council record (NCR case 15f/7) dates from soon after a hiatus in which Sergeant at Mace, William Aubry had to prepare the city's accounts because neither the elected treasurers nor their assistant chamberlains would undertake their office. Prior to 1446, the so-called 'treasurers' were responsible for the city's accounts, but after Aubry, the responsible officials were the chamberlains. It is possible that this document was prepared to clarify their official position in the light of their increased responsibilities.

Guild of St George

Including hitherto unrecognised early draft minutes in NCR Case 8g/4 of the assembly of the Guild of St George, meeting in the George Inn (until its sale in 1520) 1505, 1514-1540 and which recites the text of the indenture for the sale of the George Inn to Thomas Greenwade in 1520. Also, of the lists of brethren of the Guild, 1467-1512 in Case 8g/6 and the report to the City Committee in 1735 of Alderman William Clarke (who objected to being asked to pay guild livery fees) concerning St George's Company, with his research notes re the history of the Guild, memoranda re salaries and other annual payments to Company servants and tradesmen and his memoir concerning the process whereby he set out to demolish the Company, Case

8g/10. These records are supplemented by previously individually (though briefly) described records of the Guild in Case 17b.

Thomas Andrewes, cloth merchant accounts

Possibly the only surviving examples of 17th and early 18th century business records held by the Record Office are the two volumes of accounts and invoices (NCR Case 21f/91-92) of Thomas Andrewes of St Clement's Norwich, cloth merchant, 1689-1726. These relate to his importing of linen, Hollands, and 'Alkmaars' shipped from Rotterdam and Amsterdam, via both London and Great Yarmouth. In addition, and almost certainly also belonging to Andrewes, is a manuscript specimen business ledger with explanatory notes re the cloth trade with Amsterdam, dated 1630-1632 (NCR Case 21f/90). Hitherto, the NRO's earliest records actually created by a business rather than by regulatory authorities, had been the fine accounts of cloth trading listed in BR 211, but which date from the 1760s onwards. Andrewes was John Kirkpatrick's old master in the cloth trade and it is not coincidental that his two account books are now listed among the papers of his erstwhile apprentice in NCR Case 21f.

'Notable Documents'

In a series of so-called 'notable documents' (but which were hitherto unlisted), were a Grant by the Corporation of office of chaplain of St John's Chapel at the Common Hall of the City at Blackfriars, 1542, NCR Case 15f/11, and an agreement between the Mayor, etc. and Peter Des Reaux, minister, Isaac Marrant and five other elders and deacons of the Dutch Church that the Dutch Congregation should have the free use of the chapel [in the New Hall] in Norwich for religious worship, 1713, NCR Case 15f/19.

Commission of Sewers and river accounts, 1552-1835

NCR Case 14 not only includes writs and statutory documents, but also sewer session minutes and verdicts, with surveys of faults on the River Wensum, and also accounts of the city river surveyor and responsible aldermen for hiring boats and boatmen, didalling the river, cutting weeds and removing floating banks of silt and weed called 'hoves or hooves'. These are often detailed and include many invoices for payment couched in Norwich and Norfolk dialect.

Norwich School of Science and Art

Case 27a includes the only surviving records deriving from this institution prior to its take-over by the Corporation. The minutes, annual reports and scrapbooks of the Norwich Government School of Science and Art, a private institution but funded partly by government award, became the responsibility of the Corporation's Department of Education from 1901, when the School was amalgamated with the new Norwich Technical Institute/College.

New City Gaol

NCR Case 12d includes the tenders, accounts, correspondence and plans of the new City Gaol, erected on the now Roman Catholic Cathedral site outside St Giles Gates in the 1820s.

And lastly, a **Petition re Hackney carriages in Gentlemen's Walk, 1779**

A detailed petition was signed by the inhabitants of Norwich Marketplace about the Hackney carriages waiting in Gentlemen's Walk, complaining of the driver's rudeness and vulgarity, and that their horses blocked and soiled the roadway there.

NORFOLK RECORDS COMMITTEE

Item No 9

Report title:	Service Plan 2016-17
Date of meeting:	22 April 2016
Responsible Chief Officer:	Tom McCabe

Executive Summary

This report provides information on the Norfolk Record Office (NRO) Service Plan for 2016.

Proposal

The Norfolk Records Committee is asked to consider and comment on the Service Plan and to approve its adoption for 2016-17.

1 Introduction

- 1.1 This Service Plan outlines the work planned for the Norfolk Record Office during the year April 2016 to March 2017. It develops all of the NRO's mission, which can, broadly, be divided into three areas:
- 1.2
 - i. Preserving and conserving of archives
 - ii. Collecting archives
 - iii. Providing and facilitating access to archives
- 1.3 The structure of the Service Plan reflects how the Norfolk Record Office helps the County Council meet its corporate objectives with particular emphasis on how the NRO contributes to education and learning and the provision of an excellent cultural infrastructure. Underlying all of this is the Record Office's role as a provider of information for multiple purposes.

1.4 Whilst the Service Plan deals with actions over the year 2016-17, underlying it are long-term plans that address strategic priorities for the service. To address these actions will be required in this and future service plans. These are:

1. Accommodation
Norfolk Record Office: The Archive Centre, which opened in 2003, was designed with 15 years expansion space for accruals. Eventually, additional storage will be required but, over the next five years, work will continue to extend the life of existing accommodation. This will help ensure that the building supplies over 20 years expansion space taking the service forward to 2023 and beyond. To help address this a series of actions, aimed at maximising the use of existing space, formed a part of last year's plan and will continue to feature in plans for at least the next five years.
2. Audience development and engagement
The NRO's Collection has enormous potential for use by diverse audiences in many different ways. However, for the benefits of using the Collection to be realised the NRO need to engage with new audiences and to develop new and different uses for the service.
3. Income generation and fundraising
The NRO needs to find new ways of supporting service delivery. Income generation, which has been the focus of much activity over the past three years, will continue alongside an increased emphasis on fund raising.
4. Digital Preservation
The NRO exists to collect, preserve and make accessible archives in any format. If it is to continue to do this, it must be able to handle the new types of digital record. To achieve this, archivists will have to develop new skills, implement new processes and utilise new tools. A collaborative approach will be important in ensuring the preservation of digital records in a sustainable and cost effective way.
5. Alternative Methods of Service Delivery
The nature of interaction with archives is changing and, at the same time, there is an increasing opportunity to provide services online. The NRO needs to embrace this by improving continually the information it provides on its Collection, its support for users and access to the Collection.

Service Plan 2016-1017

Link to NRO Mission	Providing and facilitating access to archives.		
Action	Output / Outcome	Owner	Level funded from
Develop skills and realise educational benefits of using archives	<p>Programme of educational activities delivered for:</p> <ul style="list-style-type: none"> • Schools • Families • Lifelong Learners • Groups <p>Targets: Delivery of 100 activities/events inside and outside of Record Office. Attendance at NRO events of 1,400 people.</p>	Education and Outreach Officer	Revenue Budget
	<p>Skills for the Future placement (Awaiting outcome of bid submitted in 2015/16 for additional placement for 2016/17)</p> <p>Target: Two existing placements completed and new placements recruited and started</p>	Collection Management Archivist and Education and Outreach Officer	External Funding
	Develop local working with local history groups and community archives – training day in Autumn 2016 and Conference in early 2017.	County Archivist	

Action	Output / Outcome	Owner	Funding
Develop new audiences and new uses for the Collection	Volunteer programme developed and implemented resulting in 1500 volunteer hours per year	Senior Archivist	Revenue
	Complete Cohort 1 of Change Minds; deliver first two terms of activities for Cohort 2.	County Archivist	External Funding
	Deliver Change Minds sessions in partnership with NLIS at Cromer Library		Revenue
	Develop and stage new exhibition on the Norfolk Record Office	County Archivist	Revenue
	Provide placements for partnership project with Asperger Anglia delivered (4 placements)	County Archivist	External Funding
Provide public access service on site	Maintain Search Room service five days a week at NRO: The Archive Centre	Support Services Manager	Revenue
	Implement changes at NRO: The Archive Centre including those for Registration Service, new reception, and new education room at rear of search room.	Support Services Manager	Revenue
	Maintain partnership with Norfolk Heritage Centre	County Archivist	Revenue
	Provide Search Room service in at Norfolk Record Office: King's Lynn Borough Archives.	County Archivist / KLBA Archivist	SLA

Action	Output / Outcome	Owner	Funding
Provide alternative means of access to the Collection	Provide remote: <ul style="list-style-type: none"> - enquiries service - paid search service with all enquiries responded to in line with levels of service Implement a Digitization on Demand service Review and implement changes to remote enquiry service	Support Services Manager Senior Archivist (Collection Management)	Revenue
Link to NRO Mission	Collecting archives and processing them so that they are accessible Preserving and conserving archives		
Manage the Norfolk Record Office Collection	Collections identified as priority for cataloguing and appraisal completed	Senior Archivist (Collection Management)	Revenue
	All new accessions processed in line with NRO procedures	Senior Archivist (Collection Management)	Revenue
	Complete 2016/17 stage of EERAC Digital Preservation Pilot Project	County Archivist	Revenue / External Funding
	Packaging and reorganisation in strong rooms to create additional accrual of space Target: 30m ²	Senior Archivist (Collection Management)	Revenue
Develop the Norfolk Record	Accessions proactively sought and obtained in line with	Senior Archivists (Collection	

Action	Output / Outcome	Owner	Funding
Office Collection	Collection Development Strategy including purchases.	Development)	
	Additional registrars records received and birth, death and marriage certificates issued Target: All issued within standards of service	Support Services Manager	

Link to NRO Mission	Cross Cutting Actions		
Raise funds to support archive work	Archive Charity registration completed and charity operational	Partnership and Development Manager	Reserve /Revenue
	Fundraising appeal launched	Partnership and Development Manager	
Generate income to support the NRO	Income generated from: Sales, issue of certificates, room hire, search services, digitization Target: £170K	County Archivist	Revenue
Work with Partnership Projects	Complete contributions to Heritage Lottery Fund applications being made by partners including: <ul style="list-style-type: none"> British Library, Save Our Sounds; Broads Authority, Broads, Mills and Marshes NCC, Marriot's Way History of Parliament Trust, People in Action 	County Archivist	

7 Financial Implications

- 7.1 This Service Plan is based on delivery within the budget for 2016-17 set out in the Finance and Risk Report.

8 Issues, risks and innovation

- 8.1 Officers have considered all the implications of which members should be aware. Apart from those listed in the report (above), there are no other implications to take into account.

Officer Contact

If you have any questions about matters contained in this paper please get in touch with:

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