

Norfolk Records Committee

Date: **Friday, 12 January 2018**

Time: **10:30**

Venue: **Green Room, Archive Centre, County Hall,
Martineau Lane, Norwich, Norfolk, NR1 2DH**

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

Membership

Mrs J Brociek-Coulton		Norwich City Council
Mr D Buck	<i>Substitute: Mr S Dunn</i>	Broadland District Council
Mrs A Claussen-Reynolds		North Norfolk District Council
Mrs M Coleman		Great Yarmouth Borough Council
Mr P Duigan (Vice-Chairman)	<i>Substitute: Mr B Iles</i>	Norfolk County Council
Mr R Hanton		Norfolk County Council
Ms C Herries		Norwich City Council
Dr C J Kemp (Chairman)	<i>Substitute: Dr M Gray</i>	South Norfolk District Council
Mr R Kybird	<i>Substitute: Cllr M Chapman-Allen</i>	Breckland District Council
Mrs E A Nockolds		King's Lynn and West Norfolk Borough Council
Mr D Raby		Norwich City Council
Mr D Rowntree	<i>Substitute: Mr M Sands</i>	Norfolk County Council

Non-Voting Members

Mr M R Begley	Co-opted Member
Mr R Jewson	<i>Custos Rotulorum</i>
Dr G A Metters	Representative of the Norfolk Record Society
Dr V Morgan	Observer
Prof. C Rawcliffe	Co-Opted Member
Revd. C Read	Representative of the Bishop of Norwich
<i>To be elected</i>	Co-opted Member

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

Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.

A g e n d a

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

- 2. Minutes**

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To confirm the minutes of the meeting held on 3 November 2017

- 3. Declarations of Interest**

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.

- 4. Any items of business the Chairman decides should be considered as a matter of urgency**

5. Appointment of Co-opted Member

Page 8

A report by the Executive Director of Community and Environmental Services

6. Finance and Risk

Page 9

A report by the Executive Director of Community and Environmental Services

7. Long Term Strategy

Page 19

A report by the Executive Director of Community and Environmental Services

Date of Future Meetings

Date	Time	Venue
6 April 2018	10:30	Green Room, Archive Centre, County Hall
29 June 2018	10:30	Green Room, Archive Centre, County Hall
2 November 2018	10:30	Green Room, Archive Centre, County Hall

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

Date Agenda Published: 04 January 2018



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Norfolk Records Committee

**Minutes of the Meeting held in the Cranworth Room, County Hall
on 03 November 2017 at 10:30am**

Present:

Norfolk County Council

Mr P Duigan
Mr R Hanton
Mr D Rowntree

Broadland District Council

Mr D Buck

Breckland Council

Mr R Kybird

Norwich City Council

Mr D Raby

South Norfolk District Council

Dr C J Kemp (Chairman)

Borough Council of King's Lynn and West Norfolk

Mrs E A Nockolds

Non-Voting Members

Co-Opted Members

Mr M R Begley
Prof. C Rawcliffe
Prof. R Wilson

Representative of the Norwich Record Society

Dr G A Metters

Observer

Dr V Morgan

Others Present

Mr G Tuson, the County Archivist

1. Chairman's Opening Comments

- 1.1 The Chairman opened the meeting by noting that this was the last meeting of Professor Richard Wilson, who had been a member of the Committee for over 20 years, half the life of the Committee. He thanked Professor Wilson for his assistance and support over the years as a Co-Opted member of the Committee.
- 1.2 Professor Wilson thanked the Committee; he had enjoyed his time on the Committee and found it fascinating; he saw the plans emerge for the Record Office and had seen it go from strength to strength to become the leading Record Office in the Country, something of which Norfolk and Norfolk County Council could be proud.

2. To receive apologies and details of any substitute members attending

- 2.1 Apologies were received from Cllr J Brociek-Coulton, Mrs M Coleman and Mrs V Thomas. Also absent were Cllr A Claussen-Reynolds, Mr Jewson and Revd Read.

3. Minutes

- 3.1 The minutes of the meeting held on the 30 June 2017 were agreed subject to an amendment to amend "Mr Morgan" in the Apologies to read "Dr Morgan". It was noted that the Committee would meet again in January 2018 because of the Council budget cycle and the requirement to agree the forecast for 2018/19.

4. Declarations of Interest

- 4.1 The Chairman declared an interest as trustee of Norfolk Archives and Heritage Development Foundation (NORAH). He was no longer Chairman of the Charity as Chairman of the Committee but remained a Trustee.
- 4.2 It was **AGREED** that NORAH would be asked at their December 2017 meeting to agree that their minutes be made widely available and also circulated via Democratic Services in Norfolk Records Committee agendas or reports brought to the Committee.

5. Urgent Business

- 5.1 There were no matters of urgent business discussed.

6. Appointment of Co-opted Members

- 6.1 The Committee received the report asking them to consider the appointment of the non-voting Co-opted Members and Observer Member detailed in the report for the period 2017/2018.
- 6.2 The Committee:
- **CONFIRMED** the **APPOINTMENT** of Mr M R Begley and Prof C Rawcliffe as Co-opted Members for the period 2017/2018;
 - **CONFIRMED** the **APPOINTMENT** of Dr V Morgan as Observer Member for the period 2017/2018;
 - **AGREED** that the third co-opted member would be a representative of NORAH, (the name of whom would be confirmed at the next Committee meeting).

7. Finance and Risk

- 7.1.1 The Committee considered the report providing an update on the forecast financial year end position and for the Norfolk Records Committee for 2017/18
- 7.1.2 The County Archivist reported that an underspend was shown on salary and an underachievement on income; an adjustment was needed to the budget and as such the income target shown was an overestimate of around £100,000 which was being balanced by against an underspend on an overestimate of expenditure.
- 7.2.1 The County Archivist confirmed that the record service was now fully staffed although many posts were temporary. "Savings resulting from staff absences" had accrued from the recruitment time to replace staff who had left.
- 7.2.2 The flexibility of staff to take on other responsibilities was queried; the County Archivist discussed new functions taken on by the service related to death and birth certificates and recruitment of temporary staff to adapt to changes in functions.
- 7.2.3 It was queried what conversations were being held with other holders of record data. The County Archivist was aiming to ensure future online data sustainability by looking into search functionality and compatibility between systems; as such he had recently attended a HIAS (Heritage Information Access Strategy) meeting in London. Dr Morgan recalled that the interrogating meta level of enquiry for the Heritage Library and Record Office, NOAH (Norfolk Online Access to Heritage), which was terminated

due to non-compatibility with other systems, was a useful arrangement.

7.2.4 The importance of creating descriptions which enabled inexperienced users to access archives was noted.

7.3 The Committee **CONSIDERED** and **NOTED**:

- The forecast position of the revenue budget, reserves and provisions for 2017/18;
- The management of risk for 2017/18.

8. Performance Report

8.1 The Committee considered the report providing information on the activities of the Norfolk Record Office and performance against its service plan during the period 1 April 2017 – 30 September 2017

8.2.1 Mrs Nockolds queried whether the education transport detailed in the report was available in the Kings Lynn area. The County Archivist reported that this project had now ended; the project would be analysed for the Records Service and to allow Norfolk Archives and Heritage Development Foundation (NORAH) to see the impact of the grant they had given to the Record Office. Mrs Nockolds suggested that the course for Sixth form students be replicated in Kings Lynn.

8.2.2 Dr Morgan noted that the Joanna Scott Trust and Town Close Estate Charity had funded similar projects in the past.

8.2.3 It was suggested that the programmes offered may target academic students and practical activities may target those with other interests. The County Archivist clarified that activities such as Drawing the Churches and Christmas craft activities were provided to target different audiences.

8.2.4 It was confirmed that the school programme included the fee paying sector and that these schools were charged.

8.2.5 It was clarified that National Archives were applying to the Heritage Lottery Funding for the Bridging the Digital Gap project. To reach this stage in the process the NRO had formed a consortium with the University of Hull Archives, Borthwick Institute and the East Anglian Film Archive.

8.2.6 It was noted that the Kings Lynn archivist had been engaging the public in the Archive by holding family history training and open days for visitors.

8.2.7 Committee members would receive an email invitation to the Change Minds event on the 20 November 2017 at the Forum.

8.2.8 To allay concerns raised over what would happen when the Change Minds project ended; sessions had been held with community librarians to discuss with participants how they could continue using their skills gained during the project moving forward.

8.2.9 Use of original documents had been maintained and had started to rise while use of microfilm had reduced; overall, use of the collection had increased.

8.2.10 A discussion was held over the Reffley Society and the associated records which were held in the Archive; Mrs Nockolds asked whether these records could be stored at the

Kings Lynn Archive; the County Archivist **agreed** to consider this.


- 8.2.11 Archivemata's ability to protect different formats of documents, and to preserve information about creation, editors and key dates of files was discussed. The Linux test environment would allow for the resources required to move catalogue files to a new system to be assessed
- 8.2.12 There would be a resource implication involved with migrating files to the new system and external funding was being sought; it was necessary to review data storage to ensure it was standards compliant and as the current system was due for upgrade.
- 8.2.13 The County Archivist confirmed that the online catalogue was behind the Norfolk County Council firewall and had the same protections as Norfolk County Council data to protect it from cyber-attack; the system was not reliant on Windows XP.
- 8.2.14 The County Archivist clarified that films were not held at the Archive at that these would be outside the scope of the Sound Archive project. Sound Archive Project posts in would be advertised in early 2018.
- 8.2.15 The Chairman confirmed that Norfolk Records Committee meetings were open to the public.
- 8.3 The Committee **CONSIDERED** performance against the 2016/17 service plan and **NOTED** the progress to date.
- 8.4 The committee thanked Professor Wilson for his support and help over the years. Professor Wilson thanked the Committee; he had enjoyed his time on the Committee and felt that the Council should be proud of the Record Office.

Future Meetings:

Date	Time	Venue
12 January 2018	10:30	Green Room, Archive Centre, County Hall
6 April 2018	10:30	Green Room, Archive Centre, County Hall
29 June 2018	10:30	Green Room, Archive Centre, County Hall

The meeting ended at: 11.52

**Christopher Kemp,
Chairman of the Committee**

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NORFOLK RECORDS COMMITTEE

Item No.

Report title:	Appointment of Co-opted Members
Date of meeting:	12 January 2018
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services

Executive summary

This report recommends the appointment of Mr Alan Steynor as a co-opted member of the Norfolk Record Committee representing the Norfolk Archives and Heritage Development Foundation (NORAH).

Proposal

The Committee is asked to approve the appointment of Mr Alan Steynor as a Co-opted member (without voting rights).

1. Background

- 1.1. At the Norfolk Records Committee meeting on 3 November 2017, two Co-opted Members and one Observer Member (all without voting rights) were appointed for the period 2017/2018. One Co-opted membership was reserved for a trustee from the Norfolk Archives and Heritage Development Foundation.

Mr Steynor was appointed as a Trustee of NORAH in 2016. He is a Norfolk resident and has pursued a long and successful legal career. He was called to the Bar in 1975 and has been a practising barrister in Keating Chambers since 1978. He is a Fellow of the Chartered Institute of Arbitration and has sat regularly on the County Court as Recorder for over 15 years.

2. Financial Implications

- 2.1. There are no financial implications to this proposal.

3. Issues, risks and innovation

- 3.1. There are no issues or risks to be considered.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

Officer name : Gary Tuson(County Archivist) **Tel No. :** 01603 222599

Email address : gary.tuson@norfolk.gov.uk



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Norfolk Records Committee

Item No 7

Report title:	Finance and Risk
Date of meeting:	12 January 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact This report provides an update on the forecast financial year end position and for the Norfolk Records Committee for 2017/18	

Executive summary

This report forecast financial out-turn for the Norfolk Record Office (NRO) for 2017/18. Section 1 covers the NRO revenue budget for 2017/18, reserves and provisions. 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 is forecasting a small underspend at the year-end
- Progress with risk management for NRO.

Recommendations:

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

- **Forecast position of the revenue budget, reserves and provisions for 2017/18**
- **Management of risk for 2017/18**

1. Revenue Budget

1.1 Financial Performance 2017/18

- 1.1.1 At the end of period 8 2017/18 we are forecasting that the NRO will deliver a small underspend. This is summarised in the table below.

Service	Approved budget £m	Forecast 2016/17 Outturn £m	Forecast +Over/- Underspend £m
Salary	0.922	0.815	(0.107)
Premises	0.004	0.023	0.019
Travel	0.003	0.004	0.001
Supplies & Services	0.063	0.072	0.009
Support Services	0.001	0.002	0.001
Capital*	0.205	0.205	0.000

Income	(0.401)	(0.324)	0.077
Total	0.797	0.797	(0.000)

* Local authority capital accounting adjustments that relate to historic capital expenditure- this budget has changed from that previously reported to Committee, due to the allocation of depreciation charges, and re-valuation gains and losses. However, these are purely accounting adjustments and have had no impact on the underlying ability of services to apply and manage their budgets.

- 1.1.4 The additional premises and supplies and services costs relate to building works at the Archive Centre. Savings on salaries resulting from staff absences mean that the NRO has still been able to manage a balanced budget.
- 1.1.5 Norfolk County Council continues to face significant financial pressures and funding reduction and the Norfolk Record office continues to look for ways to support the authority in meeting those financial challenges.

1.2 Capital programme

- 1.2.1 There is no capital programme for 2017/18.

1.3 Reserves and Provisions

- 1.3.1 The table summarising the 2017/18 position appears below.
- The Residual Insurance reserve is planned to be used in the year to support project development. This includes administrative support to the Norfolk Archives and Heritage Development Foundation and service development projects looking at archive discovery and local working.

Reserves and Provisions 2016/17	Balances at 01Apr 17	Forecast Balance at 31Mar 18	Planned Change
	£m	£m	£m
Norfolk Record Office			
Residual Insurance and Lottery Bids	0.205	0.208	0.003
Unspent Grants & Contributions Reserve	0.017	0.007	(0.010)
Service Total	0.222	0.215	(0.007)

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 at the last meeting. A summary of the risk register based on the most recent review of November 2017 appears at Appendix A.
- 2.2 The register contains five key risks, four of which are currently assessed as a 'medium' level risk, while one is assessed as 'low'.

- 2.3 All risks are being well managed. Two of the risks are showing 'Green – on schedule' progress towards achieving their target risk scores, and the other three 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 need to reduce spending in line with the reduction of funding. This risk is classed as 'Amber' however additional income streams have been identified in 2017/18. The risk is mitigated by continuing to apply for external funding and explore income generating opportunities.
- 2.4.3 For RM13963 'Inability to continue collecting archives', an increased level of accessions would reduce the available space more quickly than planned. Records are kept of the amount of additions and available space and bespoke packaging is used to reduce the amount of space needed. There is also work which can be carried out to further increase the capacity of the King's Lynn strong room. This risk is classed as 'green' and is not expected to occur in 2017/18, and so will have no impact on the revenue position.
- 2.4.4 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. Plans are in place to increase the amount of digital images available through commercial partnerships. This risk is classed as 'green' and is not expected to occur in 2017/18, and so will have no impact on the revenue position.
- 2.4.5 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 the NRO is now leading a collaborative regional project to address these issues.
- 2.4.6 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 all staff, including recent recruits, have been trained. This risk is classed as 'green' and is not expected to occur in 2017/18, and so will have no impact on the revenue position.
- 2.4.7 For RM14291. 'Long-term sustainability of metadata'. The NRO relies on a large set of metadata, which is used as a gateway to the Collection (the catalogue of over 700,000 records) and for managing the collection (accession records and location data). Some of this data is irreplaceable. Where it could be recreated, the cost would be millions of pounds. The NRO needs to ensure that this data is sustainable in the long-term and, when necessary, can be migrated to other systems.

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 refer to.

Officer Contact

If you have any questions about matters contained or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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

Officer Name:	Tel No:	Email address:
Andrew Skiggs Accountant	01603 223144	andrew.skiggs@norfolk.gov.uk

Gary Tuson County Archivist	01603 222003	gary.tuson@norfolk.gov.uk
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Appendix A

Risk Number	RM13959					Date of update			01 April 2018		
Risk Name	Loss of or reduction in funding										
Risk Owner	Gary Tuson					Date entered on risk register			31 March 2009		
Risk Description											
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.											
Original			Current			Target					
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date	
4	4	16	2	4	8	2	3	6	Mar-18	Amber	
Tasks to mitigate the risk											
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											
Progress update											
Income generation targets on course Additional material for licencing being issued. Additional digitization work being undertaken fro future releases											

Appendix APPENDIX A

Risk Number	RM13963				Date of update			01 April 2018		
Risk Name	Inability to continue collecting archives									
Risk Owner	Gary Tuson				Date entered on risk register			27 February 2014		
Risk Description										
An increased level of accessions has reduced available space in strongrooms more quickly than planned and there may be further, unexpected increased levels.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	3	6	2	3	6	2	2	4	Mar-18	Green
Tasks to mitigate the risk										
Actions to mitigate risk to be included in forthcoming service plans										
Progress update										
Target reached in 2015/16 and 2016/17. Included in service plan for current year Additional space identified in King's Lynn										

Appendix APPENDIX A

Risk Number	RM14164		Date of update		01 April 2018					
Risk Name	Failure to meet growing public expectations on access									
Risk Owner	Gary Tuson		Date entered on risk register		27 February 2014					
Risk Description										
Public are not able to access collections as easily as they expect through modern technologies										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Mar-20	Green
Tasks to mitigate the risk										
<ul style="list-style-type: none">• Use of commercial partnerships to improve access• Planning for access to digital images in searchroom under way• Project to enhance metadata planned										
Progress update										
Project to enhance metadata has been launched. Volunteer project has added over 20,00 records to catalogue										

Risk Number	RM14165			Date of update			01 April 2018			
Risk Name	Failure to collect, preserve and make accessible new formats of archive									
Risk Owner	Gary Tuson			Date entered on risk register			27 February 2014			
Risk Description										
Increasingly records are born digital and must be preserved in a digital format. The NRO is not in a position to fully managed digital records in line with the OAIS model.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	5	20	3	5	15	2	5	10	Mar-18	Amber
Tasks to mitigate the risk										
• Collaborative project for delivery of digital preservation • Develop staff skills • Continue to develop in-house procedure for handling digital objects										
Progress update										
Tools for digital preservation have been evaluated Environment for local hosting of tools being prepared										

Appendix APPENDIX A

Risk Number	RM14167		Date of update		01 April 2018					
Risk Name	Collection at risk through unexpected events									
Risk Owner	Gary Tuson		Date entered on risk register		27 February 2014					
Risk Description										
Provision beyond the council continuity planning needs to be made due to special nature and extent of the NRO collection										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
1	5	5	1	5	5	1	5	5	Mar-18	Met
Tasks to mitigate the risk										
• Disaster / emergency plan training to be rolled out										
Progress update										
New starters at Record Office all trained in Emergency Plan procedures										
This risk needs to be constantly managed. Further review and training will be required in 2017/18										

Appendix APPENDIX A

Risk Number	RM14291		Date of update		01 April 2018					
Risk Name	Long Term Sustainability of Metadata									
Risk Owner	Gary Tuson		Date entered on risk register		13 June 2017					
Risk Description										
NRO is not able to maintain long-term accessibility and functionality of its own metadata. Evidential value of archives would be damaged. Recreation of metadata would cost millions of pounds.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	5	20	3	5	15	1	5	5	Apr-19	Amber
Tasks to mitigate the risk										
Metadata project launched in 2017										
Progress update										
Servers for test environment for software migration being set up autumn 2017										

NORFOLK RECORDS COMMITTEE

Item No.....

Report title:	Long-Term Strategy 2018-2023
Date of meeting:	12 January 2018
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact This report seeks comment from the Norfolk Records Committee on long-term plans for the organizational development of the Norfolk Record Office over the next five years and beyond	

Proposal

The Norfolk Records Committee is asked to consider the long-term strategic aims outlined in this report and comment accordingly so that this information can be used to inform both long-term planning and service planning for 2018-19.

1. Introduction

- 1.1 In January 2017, a report was presented to the Norfolk Records Committee on the organisational development of the Norfolk Record Office (NRO). This concentrated on two areas: archive discovery and work with community groups. A number of long-term strategic aims have also been presented to the Committee as part of the annual planning process. These were groups under the headings of accommodation, audience development and engagement, income generation and fundraising, digital preservation, and alternative methods of service delivery.

A further report, presented to the Committee in June 2017, provided details of *Archives Unlocked*, the new archive sector vision statement prepared by the National Archives. This identifies three drivers for change (confidence in data and information, technological change and user expectations) and three ambitions:

- i. Trust: People and institutions trust in the authenticity of archive records, and how they are preserved and presented.
 - ii. Enrichment: Archives enhance and enrich our society intellectually, culturally and economically.
 - iii. Openness: Archives cultivate an open approach to knowledge, and are accessible to all.
- 1.2 This report now combines all of these strategic objectives for the NRO under revised headings.

Strategic Objectives

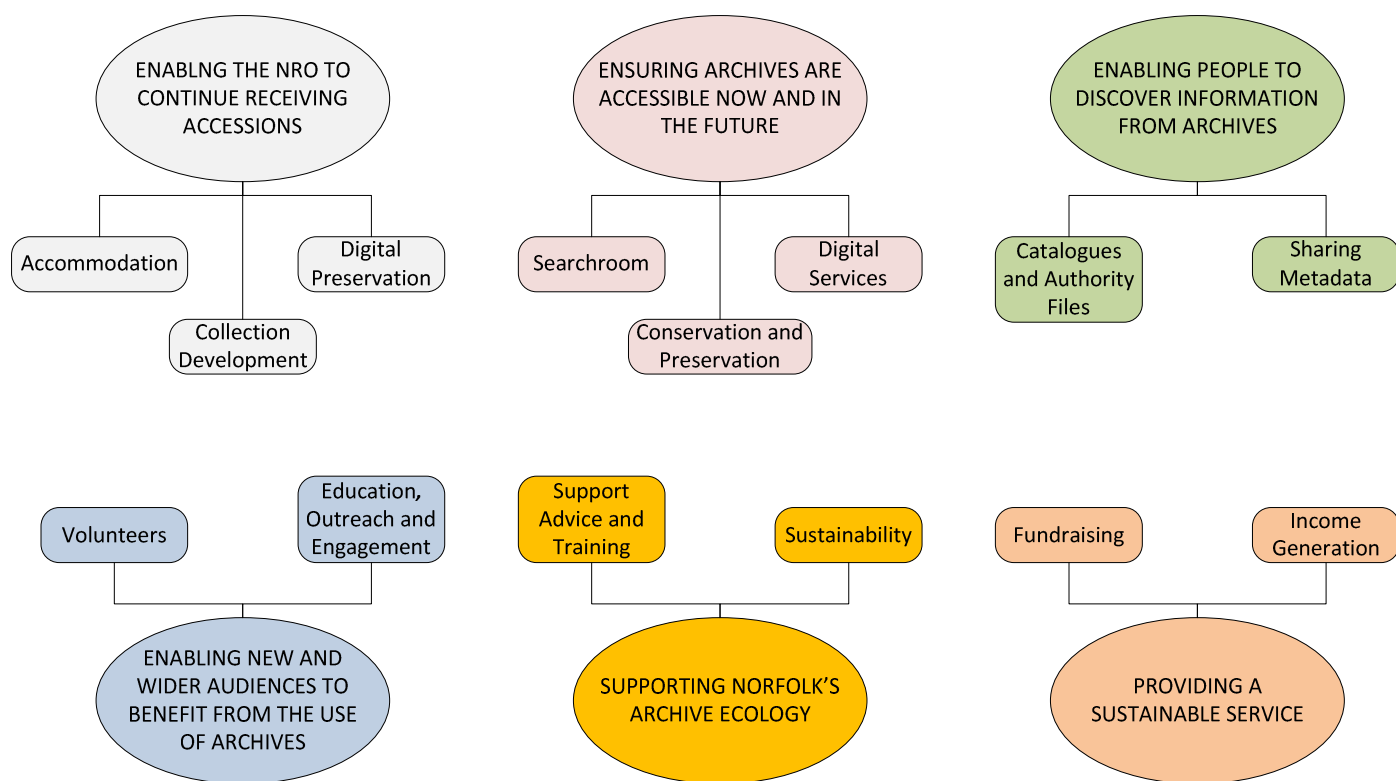


Figure 1: Long Term Objectives

2. ENABLING THE NRO TO CONTINUE COLLECTING ARCHIVES

ACCOMMODATION

- 2.1 The Norwich home of the NRO, the Archive Centre, opened in 2003 with fifteen years of expansion space in its strongrooms available for new accessions. In addition to the accessions which have been received every year since then, in 2015 the NRO took on the function of providing copy birth, death and marriage certificates. This resulted in an additional 46m³ of records being accessioned (the equivalent of around two years accessions).
- 2.2 Annual service plans since 2014 have included work to create 30m³ of space per year in existing strongrooms. This has been achieved through bespoke packaging, additional shelving and collection management. Whilst it is unlikely that 30m³ will be created every year from now on, by continuing this strongroom work it is estimated that the NRO will have sufficient storage capacity to continue accepting accessions until 2024.

Long-term Plans / Strategy

- 2.3
 - i. Continue to target freeing space in the strongrooms as part of the annual service plan.
 - ii. In 2020, the NRO will carry out a detailed assessment of its storage needs. If this concludes that additional storage is required within the next four years, the NRO will undertake an options appraisal to determine the best way of providing it.

Digital Archives

- 2.4 For the NRO to continue in its role of providing a home for trusted, relevant

information, it is essential that it is capable of preserving and providing access to digital records. In 2016/17 the NRO undertook a collaborative pilot project with four other archives in the East of England. This developed skills and enabled it to make better decisions on its long-term strategy.

Long-term Plans / Strategy

- 2.5
 - i. The NRO will implement a full digital preservation workflow. This will enable it to accept a wide range of digital files and carry out the processes required to ensure their accessibility.
 - ii. The NRO will continue to work collaboratively to support digital preservation.

Collection Development

- 2.6 The NRO continues to receive a wide range of archives from across the county, helped by the fact that accessions can also be received at the King's Lynn Borough Archives. It has also had some success in fundraising when purchases of archives are necessary. However, its resources for active collection development are likely to be limited over the coming years.

Long-term Plans / Strategy

- 2.7 The NRO will continue to receive accessions and react to situations where it becomes aware of important archives being available. An increasingly important area for collection development will be work with community archives and other local groups.

3. ENSURING ARCHIVES ARE ACCESSIBLE NOW AND IN THE FUTURE

Searchroom Access

- 3.1 Although there has been a shift to other forms of access, the searchroom remains an essential element in making archives accessible. Digital access to archives is important, but it is highly unlikely that any more than 5% of the Collection will be available online within the next ten years. This is reflected in public use of the searchroom where there has been a significant decline in the number of visitors using microfilms but very little change in the level of use of original documents. When this is combined with online access to digitized materials and the increased number of people using digital cameras in the searchroom, it is clear that use of the Collection is higher than it has ever been.

One significant change in the searchroom has been the construction of a Glass Box at the rear of the microfilm area. This has been used as both a breakout space for groups in the Green Room and as teaching space operating under searchroom rules.

Long-term Plans / Strategy

- 3.2 Ensure that searchroom space is used efficiently and provides an environment conducive to research. This is likely to involve continued reorganization of searchroom space.

Conservation and Preservation

- 3.3 Preserving the physical integrity of its Collection will always remain an important aspect of the NRO's work. A work prioritization system has recently been introduced which has improved the efficiency of this aspect of the service

Long-term Plans / Strategy

- 3.4 Conservation and preservation to continue to play an important role in preserving the NRO Collection.
- 3.5 The conservation section will play an important role in supporting meeting the long-term objective of Supporting Norfolk's Archive Ecology (see below)

4. ENABLING PEOPLE TO DISCOVER INFORMATION FROM ARCHIVES

Cataloguing and Authority Files

- 4.1 It is difficult to understate the importance of descriptive metadata (the information contained in finding aids which enables users to locate and interpret documents). Since the start of the century the NRO has been entering data into a collection management system which has enabled it to publish an online catalogue; retro-conversion is now complete.

Sharing Metadata

- 4.2 Information about archives needs to be accessible through numerous channels. It is essential that the NRO's data is in a form that enables it to benefit from continuing developments in AI and Linked Open Data.

Long-term Plans/ Strategy

- 4.3
 - i. Continued additions to and enhancement of archive descriptions
 - ii. Replacement and/or improvement of exiting catalogue systems
 - iii. Use of authority files based on sources that will enhance the potential of NRO data for use on the semantic web.
 - iv. Ensuring data is in a format that can be shared across platforms and services.
 - v. Working with local and national partners to improve the interoperability of data.

5. ENABLING NEW AUDIENCES TO BENEFIT FROM THE USE OF ARCHIVES

Education, Outreach and Engagement

- 5.1 The NRO has a successful record of accomplishment in education work and this has continued to build over recent years. Alongside this the Record Office continues to attract new users to archives through its outreach and engagement activities. These include workshops, lectures and exhibitions.

Long-term Plans/ Strategy

- 5.2 Whilst continuing with existing successful programmes the NRO needs to expand on ways in which it can work with priority groups within the County to deliver wellbeing benefits.

Volunteers

- 5.3 The NRO volunteer programme has been developed over the past four years. Currently the NRO benefits from over 2000 volunteer hours per year.

Long-term Plans/ Strategy

- 5.4 The NRO will continue to work with volunteers both for the benefit of the service and of the volunteers. The priority area for increased volunteer work will be assisting with transactional level cataloguing. This will help meet the long-term objective of Enabling People to Discover Information from Archives.

6. SUPPORTING NORFOLK'S ARCHIVE ECOLOGY

Support, Training and Advice

- 6.1 Throughout Norfolk, many people and organizations, both formal and informal, are engaged in researching, collecting and preserving the County's archival heritage – this can be described as Norfolk's Archive Ecology. The NRO is the most significant stake holding organization within this ecology. By supporting this widespread activity, the NRO can ensure that a wider range of archival material is easily accessible to the public and available for future generations to use.

Sustainability

- 6.2 Whilst some community based groups will continue to renew their membership and secure a long-term future for their work, others will have a shorter lifespan. By working with such groups, the NRO can ensure that the archives they have collected, the digital records they have generated and the descriptions they have written remain useful for generations to come.

Long-term Plans/ Strategy

- 6.3 Develop programmes to support community based work with archives. These will include support for good practice and skills development in many areas including digitization, cataloguing, archive management, preservation, interpretation and research.

The NRO, when necessary and within the terms of its Collecting Policy, will offer a long-term home for archives collected in this way.

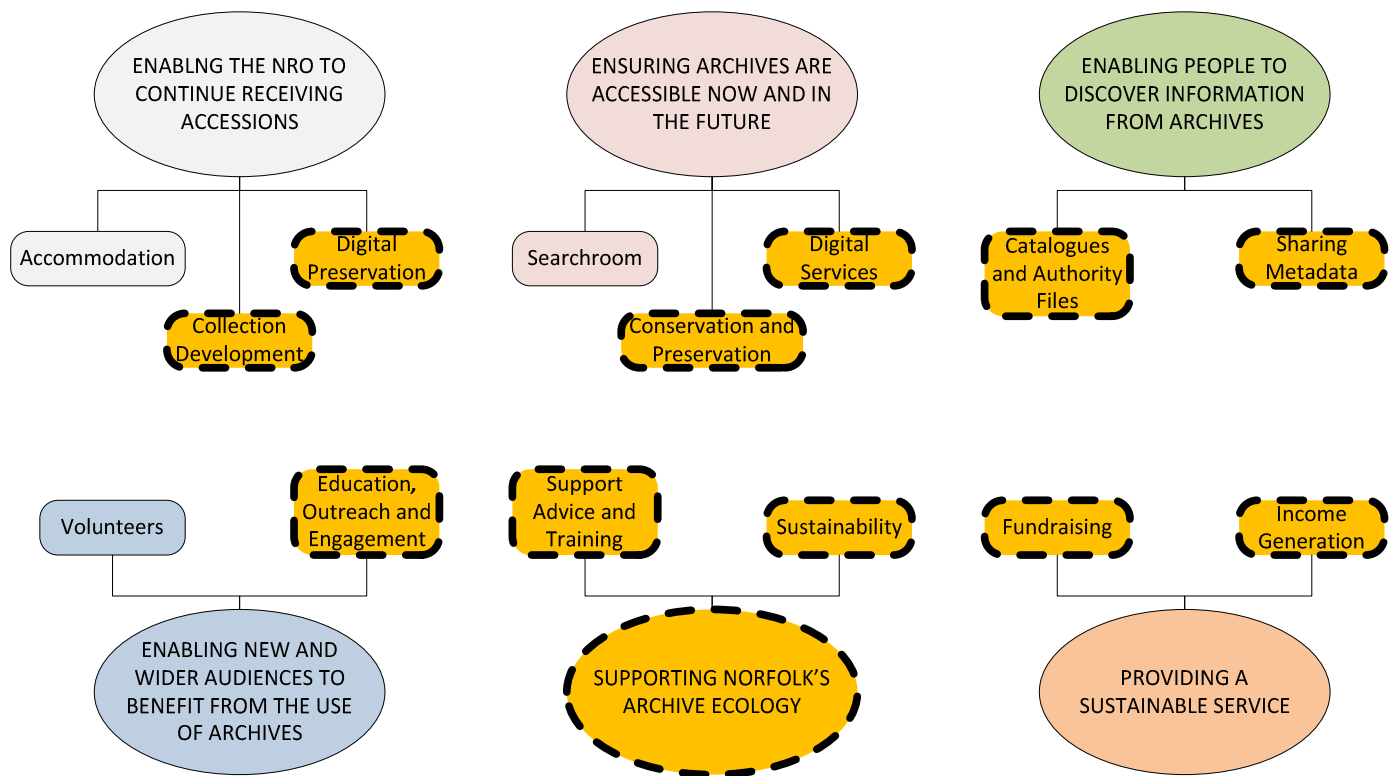


Figure 2: Cross objective Synergies

7. PROVIDING A SUSTAINABLE SERVICE

Income Generation

- 7.1 The NRO has increased its income generation by around 400% in the last four years. This has been achieved through providing rented accommodation; selling boxes; issuing copy birth, death and marriage certificates; providing reprographic and digitization services; charging for exhibition work; and licencing images to commercial website.

Long-term Plans/ Strategy

- 7.2 Continued to increase income generation. Measures to achieve this will include additional licencing of digital images and increased use of NRO digitization services. The latter will be achieved through improving descriptive metadata as described above.

Fundraising

- 7.3 In 2016 the NRO established up the Norfolk Archives and Heritage Development Foundation (NORAH). This charity is now fully operational and is developing its fundraising capacity whilst issuing a series of small grants.

Long-term Plans/ Strategy

- 7.4 The NRO will continue to support the development and administration of NORAH. In turn, this will help support a number of the NRO's other long-term objectives.

8. Financial Implications

- 8.1 This report will help determine how the NRO prioritizes the use of its budget. As such, it has now other direct financial implications.

9. Issues, risks and innovation

- 9.1 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.

10. Background

- 10.1 This report refers to the Norfolk Record Office Service Plan which was approved by the Norfolk Records Committee on 31 March 2016, the report on Organizational Development, approved by the Record Committee on 13 January 2016 and *Archives Unlocked* (<http://www.nationalarchives.gov.uk/documents/archives/Archives-Unlocked-Brochure.pdf>).

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

Officer name : Gary Tuson(County Archivist) **Tel No. :** 01603 222599

Email address : gary.tuson@norfolk.gov.uk



If you need this report in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or 18001 0344 800 8020 (textphone) and we will do our best to help.