

# NORFOLK RECORDS COMMITTEE

Item No 9

<b>Report title:</b>	<b>Norfolk Archives and Heritage Development Foundation (NORAH) ; update and draft Strategy</b>
<b>Date of meeting:</b>	<b>30 June 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe - Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> The Norfolk Record Office is supporting the development of the Norfolk Archives and Heritage Development Foundation (NORAH). Working with this charity will help the Record Office further its mission and reach new audiences.	

## Executive summary

This report provides details on the recruitment of a board of trustees.

It also provides details of a draft strategy for NORAH for 2017-2019.

## 1. Proposal

That committee notes the contents of the report and provides feedback on draft strategy for 2017-2019.

## 2. Evidence

### Appointment of Trustees

- 2.1 NORAH was established in 2016 with an initial board of three trustees. Its constitution allows for a maximum of 12 trustees, including an ex officio seat for the for the chairman or chairwoman of the Norfolk Records Committee.
- 2.2 A notice placed in the EDP, on social media and the web, announcing that NORAH was seeking to appoint trustees, resulted in 15 applications. A number of applicants could not attend the first scheduled interview. Those who could met with existing trustees who then selected four new trustees. These new trustees, combined with the existing trustees, then interviewed the next set of applicants. This resulted in the appointment of a board of eleven trustees.
- 2.3 The eleven members of NORAH's Board of Trustees are:

Alan Steynor, Brian Horner, Christopher Kemp, David Stannard, John Alban, Julian White, Michael Chenery, Natalie Butler, Nick Patrick, Peter Shields and Peter Williams.

### Draft Strategy 2017-2019

- 2.4 A discussion document was presented to the first meeting of trustees following the appointments. This resulted in a draft strategy document that the trustees will consider at their next meeting. This draft strategy is presented here as a consultation document for the Norfolk Records Committee, one of the key stakeholders in Norfolk's archives, to consider.

# Norfolk Archive and Heritage Development Foundation: Draft Strategy 2017-2019

## Overarching goal

- 2.5 NORAH is a fundraising and grant giving body. Its charitable objectives are the advancement of education for the public benefit, in the history of Norfolk by working in conjunction with the Norfolk Record Office and its partner organisations, in particular but not exclusively by funding;
- i. The acquisition, preservation and processing of records and printed materials worthy of permanent retention so they can be made accessible to the public by the Norfolk Record Office and its partner organisations,
  - ii. Projects and activities that engage different audiences with records and printed materials worthy of permanent retention.

## Five Year Vision

- 2.6 By 2023, NORAH is a financially stable, independent charity, which meets its charitable objectives and statutory requirements on an annual basis. The grants it has made have had a clear impact of which it has clear evidence. NORAH is an organisation with which people and other organisations want to be associated and a key partner in a range of archive projects; this is reflected in an increased and growing supporter base. It has a regular and significant income of unrestricted funds. These give it financial stability, the ability to provide modest grants, the wherewithal to apply for significant grant funding and a degree of flexibility to respond to unplanned events or opportunities.

## Current position

- 2.7 An analysis of NORAH's current position provides a brief overview of the progress made so far and some of the strengths of the charity.
- i. Opportunities brought by relative newness of charity
  - ii. Small amount of cash, approx. £4k
  - iii. Properly constituted charitable organisation
  - iv. Modest donor list
  - v. Significant NRO support for 18 months
  - vi. Long-term, more limited support from NRO
  - vii. Board of trustees
  - viii. Emerging profile and success story of Morningthorpe
  - ix. Established reputation of NRO
  - x. Ideas and proposals for further engagement

## Strategic Aims (SA) for the Next 2 Years

- 2.8 NORAH has three broad strategic aims over the next two years. These will be the subject of detailed planning and a number of separate work packages. NORAH trustees will be involved on an individual and joint basis on the development of these.
- 2.9 *SA 1 – NORAH has good and sustainable governance*
- 2.10 NORAH has a clear vision supported by all trustees and a clear strategy for achieving that vision. Trustees have clear roles within the charity. NORAH and the

NRO have a clear understanding of how the NRO supports NORAH in its strategic aims and similarly, how NORAH can benefit from the NRO's strategic aims and activities. NORAH will also be able to respond effectively to unplanned events and will be fully compliant with statutory requirements. NORAH will develop in a sustainable way.

Actions that will help achieve this include the following.

- Regular and effective trustee meetings and compliance with financial and reporting requirements of Charity Commission and HMRC.
- Creation and implementation of a shared vision and a strategic / business plan. The latter linking actions with individuals.
- Regular monitoring of progress toward achieving the targets in strategic / business plan.
- A transparent process for the giving of grants.

2.11 *SA 2 – NORAH has a compelling and disseminated case for support reinforced by evidence of impact*

2.12 NORAH has an evidence base for potential donors / funders, both individual and corporate, which promotes NORAH as an effective charity, a credible partner for future projects and worthy of financial support. Crucially, there will also be clear and effective methods for sharing this message.

Actions that will help achieve this include the following.

- Development and implementation of a communication plan for raising awareness of NORAH's aims, achievements and case for support which can be used by both NORAH and its partners, especially NRO; e.g. website, leaflets, online giving site etc.
- Creation of a mechanism for the effective evaluation of all project which NORAH supports.
- Creation, maintenance and use of a donor database in accordance with data protection legislation.

2.13 *SA 3 – NORAH is in a sustainable financial position*

2.14 By June 2019, NORAH aims to have an operating balance of at least £15,000, which is maintained as it supports projects. This will enable the charity to fund small projects and improve its ability to raise funds for major initiatives; i.e. it would be a credible partner and funding bodies would have confidence in its ability to achieve set aims. In addition, NORAH will have supported a minimum of three projects that create clear and compelling evidence of impact for a wide range of identifiable beneficiaries.

2.15 A long list of possible methods of fundraising has been produced and certain actions from this have been prioritised for the next two years. Others have been identified for development at a later date or discounted for the time being.

#### Methods of fundraising

2.16 *Trusts – Project Based*

Where appropriate NORAH will apply to trusts and charities for funds for specific projects. In the first instance, it will submit an application to support the work of the NRO and partners for the Change Minds mental health wellbeing project.

## 2.17 *Trusts – General Funding*

In late 2017/early 2018 NORAH will seek funding to improve its operational base. This will take into account the investment already made in NORAH by the Norfolk Record Office.

## 2.18 *Corporate fundraising*

This will be developed at a later date.

## 2.19 *Legacies*

Information will be made available to anyone who wishes to make a legacy. There will be further development of a legacy comparing at a later date.

## 2.20 *Major donors*

This will be developed at a later date.

## 2.21 *Merchandise*

This may be developed at a later date.

## 2.22 *Patron scheme*

A patron scheme will provide a regular income base for NORAH and help increase its supporter base. The work required for setting up a patron scheme will also be of use for many of the other methods of fundraising and building support. Therefore, this action has been prioritised.

Actions required will include:

- Decision on a name for the scheme
- Level(s) of payment to become a patron
- Marketing and promotion of the scheme
- Operation of the scheme i.e. what benefits to patrons receive
- Develop sustainable working model

## 2.23 *Community / local fundraising through events, e.g. talks etc.*

A number of trustees have expressed a willingness to provide talks and lectures on behalf of NORAH. This will be a means of raising both funds and awareness. This action is being prioritised.

## 2.24 *Capital appeals*

This may be developed at a later date.

## 2.25 *High profile events*

This may be developed at a later date.

## 2.26 *Challenge events*

This may be developed at a later date.

## 2.27 *Cultivation events*

This will be developed at a later date.

## 2.28 *Digital / web / crowdfunding*

NORAH requires a new online giving scheme and this will be a prioritised action. The use of digital media, in particular social media, to raise awareness of NORAH and encourage giving, will form a part of the communication plan under SA2. Crowdfunding may be developed at a later date.

## 2.29 *Appeals*

NORAH has recently run a very successful appeal to raise money for the Morningthorpe sale. In light of this, further appeals will be developed at a later date.

## 2.30 *Donations from donors / depositors of records to NRO*

The NRO receives hundreds of deposits of records every year. Imposing a

compulsory charge for the deposit / donation of documents would put many archives at risk of loss and be counter to the NRO's mission to collect, preserve and make accessible archives. However, encouraging depositors to make a voluntary contribution to NORAH would support the NRO in achieving this mission.

This action is being prioritised.

2.31 *Individual donors / database marketing / relationship building*

The NRO will continue to collect individual contributions through the donation boxes it has assigned to NORAH.

### **3. Financial Implications**

- 3.1 Resources to support the development of NORAH have been allocated at previous meetings. There are no further financial implications.

### **4. Issues, risks and innovation**

- 4.1 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 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:

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