



NORFOLK RECORDS COMMITTEE

Date: Thursday 8 January 2015
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 J W Bracey	Broadland District Council Substitute: Mr D Buck
Mr D Bradford	Norwich City Council
Ms D Carlo	Norwich City Council
Mrs A Claussen-Reynolds	North Norfolk District Council
Michael Chenery of Horsbrugh	Norfolk County Council Substitute: Mr B Iles
Mrs M Wilkinson	Norfolk County Council Substitute: Deborah Gilhawi
Dr C J Kemp	South Norfolk District Council Substitute: Mr T Blowfield
Mr R Kybird	Breckland District Council Substitute: Cllr M Chapman-Allen
Mrs E A Nockolds	King's Lynn and West Norfolk Borough Council
Ms K S Robinson-Payne	Great Yarmouth Borough Council
Mr P Smyth	Norfolk County Council Substitute: TBC
Ms V Thomas	Norwich City 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
Prof. R Wilson	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**

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To confirm the minutes of the meeting of the Norfolk Records Committee held on 28 November 2014.

- 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.

- 5. Norfolk Record Office Finance and Risk Report**

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A report by the Interim Executive Director of Community and Environmental Services.

- 6. Norfolk Record Office Service Development Report**

(Page 13)

A report by the Interim Executive Director of Community and Environmental Services.

7. Norfolk Record Office Opening Hours

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A report by the Interim Executive Director of Community and Environmental Services.

8. Future Meetings

Date	Time	Venue
Friday 8 May 2015	10:30am	The Green Room, Archive Centre

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

Date Agenda Published: 30 December 2014



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Norfolk Records Committee

Minutes of the Meeting held on 28 November 2014

Present:

Norfolk County Council

Michael Chenery of Horsbrugh
Mr P Smyth

Norwich City Council

Mr D Bradford

King's Lynn and West Norfolk Borough Council

Mrs E Nockolds

North Norfolk District Council

Mrs A Claussen-Reynolds

Breckland Council

Mr R Kybird

Non-Voting Members

Co-Opted Member

Mr M Begley
Professor R Wilson

Representative of the Norfolk Record Society

Dr G A Metters

Observer

Dr V Morgan

Representative of the Bishop of Norwich

Rev'd C Read

In the absence of Dr C Kemp as the Chairman, Michael Chenery of Horsbrugh took the Chair as Vice-Chairman.

1. Apologies for Absence

- 1.1 Apologies for absence were received from Dr C Kemp, Ms D Carlo, Mr J Bracey, Ms K Robinson-Payne, Ms V Thomas, Professor C Rawcliffe, Mrs M Wilkinson, Jennifer Holland, and Mr R Jewson.

2. Minutes

- 2.1 The minutes of the meeting held on 27 June 2014 were confirmed as an accurate record of the meeting and signed by the Chairman, subject to the following amendment.
- 4.1, 'ascension' would be replaced with 'accession'.

3. Urgent Business

- 3.1 There was no urgent business.

4. Members to Declare any Interests

- 4.1 No interests were declared.

5. Norfolk Record Office Finance and Risk Report 2013/14

- 5.1 The Committee received a report by the County Archivist which covered the forecast position and risk management for the Norfolk Records Committee in

2014/15 as at 30th September 2014.

- 5.2 During the discussion, the following points were made;
- Equipment would be reduced from £20k to £8k which would mean a significant reduction in materials purchased. There would have to be serious consideration over what would be purchased.
 - It was reported that Breckland Council had a match funding reserve which would provide up to 35% grant and had received Cabinet approval. This could be an option for the Norfolk Records Office.
 - Ideas around working alongside other organisations to secure income would be considered.

- 5.3 The Committee **RESOLVED**;
- To consider the performance with the revenue budget and reserves and provisions for 2014/15.
 - To consider the management of risk for 2014/15.
 - To note the proposed budget savings for 2015/16 and beyond.

6. Norfolk Record Office Performance Report 1 April 2014 – 30 September 2014

- 6.1 The Committee received a report by the County Archivist which provided information on the activities of the Norfolk Record Office showing performance against the service plan for the period April to September 2014.

- 6.2 During the discussion, the following points were made;
- Funding had been secured from the Heritage Lottery Fund working with the National Archives for two Skills for the Future placements per year over three years. The first cohort had started in October.
 - It was reported to the Committee that the Norfolk Record Office would accept monetary donations and this was an area which needed to be looked into more to determine the best way of receiving them
 - A working group had been set up with the Museum Service, Libraries and Adult Education. It had been reviewing publicity and other ways of working together.
 - A machine for making bespoke packaging for the archived documents had been purchased. This would save on storage space as many of the current boxes were too big for the contents.
 - Further to the detail in the report, the Committee heard that the application for Archive Accreditation had been successful. A letter was received from the National Archives which celebrated the good work which had been achieved by the Norfolk Record Centre and is attached at appendix A.
 - King's Lynn Borough Archives would close at the end of January, when the collection would be moved to Norfolk Record Office until Easter 2016. Thanks were given to the Norfolk Record Office for their involvement in the refurbishment of the Kings Lynn Town Hall and it was noted that without

their involvement it might not have taken place.

- It was reported that the NRO would be mounting exhibitions on parliamentary representation and one relating to Edith Cavell. It was suggested that new accessions could be displayed in the exhibition case. and that an exhibition relating to Russia in 2017 would be timely.

6.3 The Committee **RESOLVED**;

- To note the contents of this report.
- To consider the performance against the 2014/15 service plan.

7. **Future Meetings**

The dates of future meetings were noted.

Date	Time	Venue
Thursday 8 January 2015	10:30am	The Green Room, Archive Centre
Friday 8 May 2015	10.30am	The Green Room, Archive Centre

The meeting concluded at 11.50am.

Dr C. J. Kemp, Chairman of the Committee



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Norfolk Records Committee

Item No 5

Report title:	Finance and Risk Report
Date of meeting:	8th January 2015
Responsible Chief Officer:	Tom McCabe
Strategic impact This report covers the forecast position and risk management for the Norfolk Records Committee in 2014/15 as at 31st October 2014	

Executive summary

This report covers the forecast Norfolk Records Office (NRO) budget out-turns for 2014/15. Section 1 covers progress with the NRO revenue budget for 2014/15, reserves and provisions and the capital programme, and savings applied to the revenue budget for 2015/16. 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 2014/15**
- **Management of risk for 2014/15**
- **Note the proposed budget savings for 2015/16 and beyond**

1. Revenue Budget

1.1 Financial Performance 2014/15

- 1.1.1 At the end of 2014/15, the NRO expects to deliver an outturn balanced to budget. This is summarised in the table below.

Service	Approved budget £m	Forecast 2014/15 Outturn £m	+Over/- Underspend £m	Variance to budget
Salary	0.725	0.725	0	0%
Employee Related	0.003	0.003	0	0%
Premises	0.004	0.004	0	0%
Travel	0.004	0.004	0	0%
Supplies & Services	0.103	0.103	0	0%
Support Services	0.482	0.482	0	0%
Capital	0.096	0.096	0	0%
Income	-0.195	-0.195	0	0%
Total	1.222	1.222	0	0%

1.1.4 The 2014/15 revenue budget includes Putting People First savings of £0.159m. These are for Restructuring (£0.070m), Energy Saving (£0.020m), increased Income generation (£0.060m), Changes to Opening Hours (£0.012m) and Administrative Efficiencies (£0.026m). These savings are expected to be met.

1.2 Capital programme

1.2.1 There is no capital programme for 2014/15.

1.3 Reserves and Provisions

1.3.1 The table summarising the 2014/15 position appears below.

- The Residual Insurance reserve is planned to be used in the year to support digitisation and other income raising activities in 2014/15. 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 of metadata and undertake in-fill digitization.

Reserves and Provisions 2014/15	Balances at 01Apr14	Outturn at 31Mar15	Change
	£m	£m	£m
Norfolk Record Office			
Residual Insurance and Lottery Bids	0.423	0.378	-0.045
Unspent Grants & Contributions Reserve	0.012	0.012	0.000
Service Total	0.435	0.390	-0.045

1.4 2015/16 Budgets

- 1.4.1 While a number of budget savings were agreed for 2014/15 and beyond as part of the Putting People First consultation, changes to the financial environment mean further savings are required. These are still under consultation but can be summarised below:

	2015/16 £m	2016/17 £m	2017/18 £m
PPF20 – Increased Income Generation	-0.020	-0.010	0
CMM005 – Reduced spend on equipment and conservation materials	-0.026	0	0
CMM005 – Further reduction in document purchases and supplies	-0.006	0	0
Total	-0.052	-0.010	0

The effect of this on the 2015/16 budget is as follows:

Description	2014/15 Budget £m	Additional Costs 2015/16 £m	Savings 2015/16 £m	Proposed 2015/16 Budget £m	Saving Reference
Salaries	0.724	0.007		0.731	
Staff Related Costs	0.003			0.003	
Premises	0.004			0.004	
Transport	0.004			0.004	
Supplies & Services	0.103	0.002	-0.032	0.073	CMM005
Support Services	0.482	0.009		0.491	
Depreciation & Impairment	0.096			0.096	
Income	-0.195	-0.002	-0.020	-0.217	PPF20
Total	1.221	0.016	-0.052	1.185	

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 June 2014. A summary of the risk register based on the most recent review of September 2014 appears at Appendix A.
- 2.2 The register contains 6 key risks, five of which are currently assessed as a 'medium' level risk, while the other is assessed as 'low'.
- 2.3 All risks are being well managed. All of the risks are showing 'Green – on schedule' progress towards achieving their target risk scores.
- 2.4 The impact of the two 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. The service has budgeted for £68k of Grant income in 2014/15. This risk is classed as 'green' and is not expected to occur in 2014/15, and so will have no impact on the revenue position. The risk is mitigated by continuing to apply for external funding and explore income generating opportunities.
- 2.4.2 For RM13960 'A lack of clarity in roles and responsibilities', could mean that the Record Office is unable to operate efficiently and absorb the additional work it is taking on to generate income and provide the statutory function of issuing copies of birth, death and marriage certificates. The risk is mitigated through the restructuring process which is partly complete but continues to monitor the impact of the transfer of registrars' records. This risk is classed as 'green' and is not expected to occur in 2014/15, and so will have no impact on the revenue position.
- 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. This risk is classed as 'green' and is not expected to occur in 2014/15, 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 could reduce. This is mitigated through entering into commercial partnerships to improve access and use volunteers to enhance catalogue information. This risk is classed as 'green' and is not expected to occur in 2014/15, 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 'green' and is not expected to occur in 2014/15, and so will have no impact on the revenue position.
- 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 approach of a specific Emergency Plan. This risk is classed as 'green' and is not expected to occur in 2014/15, 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 background documents to consider.

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:
Robert Ginn Accountant	01603 223182	robert.ginn@norfolk.gov.uk
Gary Tuson County Archivist	01603 222003	gary.tuson@norfolk.gov.uk



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Risk Register - Norfolk County Council

	Risk Register Name		Norfolk Record Office																Red			
	Prepared by		Gary Tuson																Amber			
	Date updated		September 2014																Green			
	Next update due		December 2014																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	3	4	12	<ul style="list-style-type: none">Continued development of efficient and prioritised working practicesApplications for external funding where feasibleContinue to explore opportunities for income generation	Efficiencies and service reductions introduced in 2014 Application for funding from Welcome Trust successful. Additional income stream identified from sale of conservation materials	2	2	4	31/03/2017	Green	Gary Tuson	Gary Tuson	16/09/2014	
S	Norfolk Record Office	RM13960	A lack of clarity in roles and responsibilities	A lack of clarity in roles and responsibilities in our working relationships with other organisations could lead to capacity issues and potential drains on business as usual. This results in negative reputation and knock-on effects in relation to funding.	31/03/2009	3	3	9	2	3	6	<ul style="list-style-type: none">Second stage of staff restructuring planned for in 2014Impact of transfer of Registrars records to be closely monitored	First stage of staff restructuring completed in Jan 2014. First transfer (approx 20%) of Registrars records now received and work plans in place. Work flows being developed and monitored to ascertain staffing requirements.	2	2	4	31/03/2015	Green	Gary Tuson	Gary Tuson	16/09/2014	
S	Norfolk Record Office	RM13963	Inability to continue collecting archives	Increased level of accessions reduces available space in strongrooms more quickly than planned	27/02/2014	2	3	6	2	3	6	Returns of current strongroom project to be monitored Early consideration of options for future storage as per members comments at Jan meeting of Norfolk Records Committee Increase proportion of storage by size	Registrars records taking up more space than originally anticipated. Additional storage space will be created through production of bespoke packaging	2	3	6	31/03/2014	Green	Gary Tuson	Gary Tuson	16/09/2014	
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	<ul style="list-style-type: none">Use of commercial partnerships to improve accessUse of volunteer programme to provide enhanced catalogue informationMaintenance and improvement of	Draft contracts for partners due on 18 Sept. Indexing of marriage bonds by volunteers nearing completion.	2	3	6	31/09/2014	Green	Gary Tuson	Gary Tuson	16/09/2014	
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 managed digital records in line with the OAIS model.	27/02/2014	3	5	15	3	5	15	<ul style="list-style-type: none">Explore collaborative options for delivery of digital preservationDevelop staff skillsContinue to develop in-house procedure for handling digital objects	Actions due in latter half of 2014/15 Service Plan	3	5	15	31/03/2015	Green	Gary Tuson	Gary Tuson	16/09/2014	
S	Norfolk Record Office	RM14166	Failure of KLVWNC bid to HLF for Kings Lynn Borough Archives	Conditions in King's Lynn are not suitable for preservation of the important archive housed there. This situation will be rectified if bid to HLF is successful. If unsuccessful the	27/02/2014	1	4	4	1	5	5	<ul style="list-style-type: none">Ensure that alternative planning is put into operation immediately upon news of rejection.	Heritage Lottery Funding secured. Therefore this risk has been met.					Met			16/09/2014	
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	<ul style="list-style-type: none">Disaster / emergency plan to be reviewed and revised	First draft of Emergency Plan produced. Meeting with NCC Resilience Officer set for Oct	1	5	5	31/03/2015	Green	Gary Tuson	Gary Tuson	16/09/2014	

Norfolk Records Committee

Item No 6

Report title:	Service Development Report
Date of meeting:	8th January 2015
Responsible Chief Officer:	Tom McCabe
Strategic impact This report considers the ways in which the Norfolk Record Office can develop and attract new ways of funding activities.	

Executive summary

Over the coming two years the Norfolk Record Office will be looking to move the service forward by developing:

- National and local partnerships to secure project based funding
- Developing alternative means of fundraising

In order to achieve this it is proposed that the service uses funding from reserves to support a two year Development and Fundraising Manager post and support any legal work which is required

Recommendations: The Norfolk Records Committee is asked to:

- **Consider and comment on the contents of this report**
- **Approve the use of £85K from reserves to support the work**

1. Service Planning

- 1.1 In January the Record Office will enter into the preparation and consultation phase for its Service Plan for 2014-15. As well as providing a plan detailing actions and outcomes for the year ahead this process needs to take into account long term plans for service development.
- 1.2 One long term plan for service development relates to the strongrooms and the extension of the life of the repository as initially proposed to committee in January 2014. This project will continue to run and inform a number of actions in the coming years' Service Plans.

2 Partnership Working to Secure Project Funding

- 2.1 Another area where the Norfolk Record Office has already achieved some success is through working in partnership to secure project funding. Examples of successes include
 - Transforming Archives project where the NRO worked with the National Archives to secure funding for six Skills for the Future

placements over three years.

- The Stories of Lynn Project where the NRO has worked with Norfolk Museum Service and the Borough Council to secure funding to redevelop the archive.

2.2 The NRO now has a numerous opportunities to work with local and national organisations to secure project funding in a similar way. These organisations range in size from local mental health charities to the British Library.

3 Fundraising

3.1 The NRO has yet to fully explore the ways in which it can use alternative means of fundraising to support the service. These activities could include: increased donations, membership schemes, bequests and corporate sponsorship. However, the base upon which these activities rest needs to be examined and a fundraising body established to take full advantage of the opportunities available. Therefore, an important preliminary piece of work will be an examination of the available options followed by the establishment of such a body.

3.2 Support for such work is currently available through the National Archives *Giving Value* programme. This is providing support and training on these areas and is something the NRO is keen to take advantage of.

4 Conclusion

4.1 Whilst some of these development activities will be supported within existing resources it will not be possible to realise their full potential for developing the service. It is, therefore proposed that £85K be used from Record Office reserves to support a two year post and to cover legal and other costs which may be incurred.

3. Financial Implications

The implications for resources including, financial, staff, property and IT, where relevant, are set out in 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 background documents to consider.

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:**

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Norfolk Records Committee

Item No 7

Report title:	Opening Hours
Date of meeting:	8th January 2015
Responsible Chief Officer:	Tom McCabe
Strategic impact This report looks at the impact of changes to opening hours since April 2014.	

Executive summary

Changes to opening hours have increased the number of users visiting the Norfolk Record Office: The Archive Centre on a Thursday, however this increase does not fully cover the loss of users by closing on a Saturday.

Recommendations: The Norfolk Records Committee is asked to:

- **Consider and comment on the contents of this report**
- **Approve the continuation of late opening on a Thursday evening**

1 Background

- 1.1 In January 2014 the Norfolk Records Committee considered options for changes to the opening hours of the Norfolk Record Office: The Archive Centre. This was in response to the budget savings which had to be made in 2014/15. The decision was taken that the office should close on Saturday mornings and extends its Thursday opening until 7pm.

2 Impact of Changes

- 2.1 The statistics below compare the number of visitors to the Norfolk Record Office; The Archive Centre searchroom in the April to December 2014 with the same period in the previous year when the office closed at 5pm.

- Thursdays 1 April – 12 December 2013: Total 887
- Thursdays 1 April – 11 December 2014: Total 985

- 2.2 This represents a total increase of 98 visitors.

- 2.3 This increase in users on a Thursday comes from people who are taking advantage of the late opening to come to the record office and stay longer. Since late opening started 61 people have come to use the searchroom after 5pm.

- 2.4 This increase in users represents a drop when compared with the 285 people

visiting the searchroom on Saturdays during the April – December period in 2013. This represents an overall decrease of 187 visitors.

- 2.5 The late opening has allowed the Norfolk Record Office to schedule events for a Thursday evening without significant extra cost. These events have included lectures in the World War I series, a Halloween evening and an event to coincide with the Mary Berry episode of *Who Do You Think You Are*. These resulted in an additional 214 visits.

3 Conclusion

- 3.1 The late opening on a Thursday provides users with an opportunity to visit outside of normal office hours and allows the NRO to plan events for that evening. It is recommended that the Thursday evening opening continues.

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 background documents to consider.

Officer Contact

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

Officer Name: **Tel No:** **Email address:**

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



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