

NORFOLK RECORDS COMMITTEE

Date: Thursday 7 January 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 R J Savage
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: Fred Agnew
Ms V Thomas	Norwich City Council
Mrs M Wilkinson	Norfolk County Council
	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** (Page 5)

To confirm the minutes of the meeting of the Norfolk Records Committee held on 30 October 2015.

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** (Page 8)

Report by the Executive Director of Communities and Environmental Services

8. **Changes to Accommodation at the Archive Centre** (Page 13)

Report by the Executive Director of Communities and Environmental Services

9. **Re-imagining Norfolk at the Norfolk Record Office** (Page 16)

Report by the Executive Director of Communities and Environmental Services.

9. Future Meetings

Date	Time	Venue
22 April 2016	10:30	Green Room, NRO, Archive Centre
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: 29 December 2015



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Norfolk Records Committee

Minutes of the Meeting held on 30 October 2015

Present:

Norfolk County Council

Michael Chenery of Horsbrugh
Mr P Smyth

Norwich City Council

Ms D Carlo
Ms V Thomas

Broadland District Council

Mr D Buck

South Norfolk District Council

Dr C J Kemp

Breckland Council

Mr P Duigan

Non-Voting Members

Co-Opted Member

Mr M Begley
Prof C Rawcliffe
Prof R Wilson

Representative of the Norfolk Record Society

Dr G A Metters

Representative of the Bishop of Norwich

Rev'd C Read

Observer

Dr V Morgan

1. Apologies for Absence

- 1.1 Apologies for absence were received from Mrs A Claussen-Reynolds, Ms C Herries, Mrs E Nockolds, Prof. R Wilson, Mr R Jewson, and Mrs M Wilkinson.

2. Minutes

- 2.1 The minutes of the meeting held on 19 June 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 report 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 September 2015.

- 5.2 The Committee, having considered the report, **RESOLVED** to;
- Note the performance with the revenue budget and reserves and provisions for 2015/16.
 - Endorse the assessment of the management of risk for 2015/16.
 - Note the proposed budget savings for 2015/16 and beyond.

6. Performance Report 1 October 2014 – 31 March 2015

- 6.1 The Committee received the report from the Executive Director of Communities and Environmental Services which provided information on the activities of the Norfolk Record Office (NRO) and its performance against its service plan during the period between 1 April and 30 September 2015.
- 6.2 It was hoped that following an evaluation of the benefits of the Change Minds project, more projects could be carried out alongside Adult Social Services and the Health and Wellbeing Board.
- 6.3 The works to accommodate the registrars would be predominantly funded by The Registration Service. . A feasibility study would be taking place next month by NPS with a proposed start date to the building works of February / March 2016. The Committee heard that the Green Room would remain in the same position and would continue to generate income from meetings. All staff, users and the Heritage Lottery Fund would be consulted on the proposed changes. The Committee expressed a desire that the name 'Hayman' should continue to be used in the building.
- 6.4 The Committee, having considered the report, **RESOLVED** to;
- Note the performance against the 2015/16 service plan.
 - Agree to the scale of charges for the digital image service.

7. Re-Imagining Norfolk at the Norfolk Record Office

- 7.1 The Committee received the report from the Executive Director of Communities and Environmental Services which provided members with information on the Re-Imagining Norfolk proposals and its implications for the Norfolk Record Office.
- 7.2 All Chief Officers had been asked to show how their service would look with a 25% budget reduction. Policy and Resources reviewed this and had agreed a set of proposals for consultation.
- 7.3 As the proposals for the Norfolk Record Office could mean reduction of staff, the Committee was concerned that once individuals were removed, expertise would be removed too. It was important to express the service user view in the consultation feedback that as a percentage any cuts would have a more commensurate effect on those areas which are smaller.
- 7.4 Some savings would be easier to implement than others such as the ceasing of purchasing new items unless they were funded externally.
- 7.5 The Committee strongly expressed that compulsory redundancy should be avoided at all costs if savings on staff costs were to be made. It was clarified that any staff reductions would be a last resort.

7.6 The grant received for building the Archive Centre from the Heritage Lottery Fund was £4.6 million. The Heritage Lottery Fund needed to be consulted on the proposed changing of opening times, as the initial grant was dependant on conditions such as public access.

- 7.3 The Committee **RESOLVED** to;
- Note the contents of the report and the changes in the service the Norfolk Record Office would provide.
 - Comment on the areas in which savings are proposed.

8. Establishment of a fundraising body to support the Norfolk Record Office

8.1 The Committee received the report from the Executive Director of Communities and Environmental Services which outlined the procedure for the proposed establishment of a Foundation Charitable Incorporated Organisation.

8.2 Although it was too early in the process to present the strategy to the Committee, this would be reported in due course.

- 8.3 The Committee **RESOLVED** to;
- Approve the establishment of a Foundation Charitable Incorporated Organisation as outlined in the report.

9. Future Meetings

The dates of future meetings were noted.

Date	Time	Venue
Thursday 7 January 2016	10:30am	Green Room, Archive Centre, NRO
Friday 22 April 2016	10:30am	Green Room, Archive Centre, NRO
Friday 1 July 2016	10:30am	King's Lynn
Friday 28 October 2016	10:30am	Green Room, Archive Centre, NRO

The meeting concluded at 11.50am.

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:	7th January 2015
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 30 th November 2015	

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
Salary	0.675	0.675	0	0%
Employee Related	0.003	0.003	0	0%
Premises	0.004	0.004	0	0%
Travel	0.003	0.003	0	0%
Supplies & Services	0.070	0.070	0	0%
Support Services	0	0	0	0%
Capital	0.206	0.206	0	0%
Income	-0.159	-0.159	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), 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 digitisation and other income raising activities in 2015/16. 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 2015/16	Balances at 01Apr15	Outturn at 31Mar16	Change
	£m	£m	£m
Norfolk Record Office			
Residual Insurance and Lottery Bids	0.423	0.278	-0.145
Unspent Grants & Contributions Reserve	0.012	0.012	0.000
Service Total	0.435	0.290	-0.145

1.4 2016/17 Budgets

1.4.1 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. Future savings are still under consultation but those already known can be 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

Re-Imagining Norfolk Savings Currently being consulted as follows:

	2016/17 £m	2017/18 £m	2018/19 £m
CMM019 – Reduce service standards for the NRO to reduce hours for the search room, accept new items for the archives 2 days per week and reduce conservation work.	-0.066	0	0
CMM020 – Specialist Archive work – reduce the opening hours by 42% and stop the archive specialist working at the N&N Millennium Library.	-0.020	-0.020	-0.042
Total	-0.086	-0.020	-0.042

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 October 2015. A summary of the risk register based on the most recent review of November 2015 appears at Appendix A.
- 2.2 The register contains six key risks, two of which are currently assessed as a 'medium' level risk, while four are assessed as 'low'.
- 2.3 All risks are being well managed. Four 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' however additional income streams have been identified in 2015/16. 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 was mitigated through the restructuring process and monitored during the transfer of Registrars records. This risk is classed as 'green' with all records having now been transferred and arrangements put in place. This risk is due to be closed.
 - 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 2015/16, 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. Contracts have been signed and school records are now accessible online. This risk is classed as 'green' and is not expected to occur in 2015/16, 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 an agreement has been reached with East of England Archive Council and the National Archives to work collaboratively on a regional solution.

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 the management team have now completed their training. This risk is classed as 'green' and is not expected to occur in 2015/16, 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 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:
Frances Rose Accountant	01603 222116	frances.rose@norfolk.gov.uk
Gary Tuson County Archivist	01603 222003	gary.tuson@norfolk.gov.uk



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Norfolk Records Committee

Item No. 8

Report title:	Changes to Accommodation at the Archive Centre
Date of meeting:	January 2016
Responsible Chief Officer:	Tom McCabe, Executive Director of Communities and Environmental Services

Proposal

The Norfolk Records Committee is asked consider the proposals for changes at the Archive Centre and approve their implementation.

Introduction

- 1.1 As reported to the October meeting of the Norfolk Records Committee, a refurbishment of the Archive Centre is planned for 2016. As well as meeting some of the budget savings which will be required under Re-Imagining Norfolk these changes also aim to meet wider service improvement objectives.

The project objectives are:

- 1.2 To improved efficiency in the provision of the public service.
- 1.3 To increased income and service synergies by providing rented accommodation for the Registration Service
- 1.4 To enable education and engagement activities by providing new facilities
- 1.5 To provide an informal and welcoming space to encourage new users

Proposed Changes

- 2.1 The changes at the Archive centre will require:
- 2.2 Re-arranging accommodation in the area adjacent to the front steps to provide space for the Norfolk Registration Service
 - 2.3 Moving reception to the attendants' room near the bottom of the steps. This will mean a reception service can be provided for all occupants of the

building from a single point.

- 2.4 Installing a glazed screen and doors near the new reception so that the north part of the building can operate different hours than the rest of the Archive Centre
 - 2.5 Providing a café style seated area in the Long Gallery along with vending machines.
 - 2.6 Creating a central desk for all searchroom staff from which enquiries and document issues and returns will be dealt with.
 - 2.7 Creating a new education room out of part of the microform section of the searchroom. This will link to the Green Room but will also be accessible from the searchroom.
-
- 2.8 Plans for the development have been drawn up by Norfolk Property Services and will be available to view at the meeting.
 - 2.9 The plans were also discussed at a public consultation meeting on 17 December attended by 25 people. A number of questions were raised about access arrangements and other facilities but there were no strong objections to the new layouts.

Timetable

- 3.1 Work on the building would start in the new year and will require closure of the searchroom for approximately two weeks. It is envisaged that this closure would take place in March. Until a date is fixed those contacting the NRO about visiting will be asked to check for news of any searchroom closures before they travel.

Financial Implications

- 4.1 An initial estimate of project costs covering extensive works for the area for the Registration Service and a lighter touch for the works required for the Record Office has come back at around £634,000. The largest proportion of this would be payable by the Registration Service and a breakdown of how they would be divided has been requested. A value engineering exercise will now take place with the aim of significantly reducing these costs.

5 Issues, risks and innovation

The main risks facing the project relates to programme. Interim measures may have to be put into place to allow both services to operate in the building before

work is completed. During the works the lack of the availability of an education room other than the Green Room will be partly offset by using a meeting room on the 1st floor and, if required, an interim reorganisation of reception and the searchroom will take place.

Officer Contact

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

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Norfolk Records Committee

Item No. 9.

Report title:	Re-Imagining Norfolk at NRO
Date of meeting:	January 2016
Responsible Chief Officer:	Tom McCabe, Executive Director of Communities and Environmental Services

Proposal

The Norfolk Records Committee is asked to approve the changes outlined below if they are required to make the budget savings for 2016-2017.

Introduction

- 1.1 As reported to previous meetings of the Norfolk Records Committee, the NRO is examining ways in which it can deliver considerable budget savings over the next three years. The Re-Imagining Norfolk consultation is still under way and no final decisions have been made on the future budget for the service. However, plans need to be in place to enable the NRO is to make savings of £96K in 2016/17.
- 1.2 Further to this the Record Office is planning to make the following changes to its service from April 2016:
 - 1.3 Reducing active conservation work
 - 1.4 Ceasing its programme of exhibitions. (A permanent exhibition of non-archival items will be prepared in 2016 which will be removed if an externally funded exhibition is held)
 - 1.5 Closing for one day a week
 - 1.6 Reorganising the searchroom and introducing new rota arrangements
 - 1.7 Ceasing the purchase of documents from the revenue budget

Delivering Savings

- 2.1 These changes to the way the service is provided will deliver savings through:

Reduction in Conservation Staff

- 2.2 At the end of 2015 a part-time conservator, who first joined the Norfolk Record Office in 1973, retired. Her post will be deleted from the establishment.

Budget Saving: £23,000

Reduction in Searchroom Staffing

- 2.3 The rearrangement of the searchroom and introduction of new rota arrangements will enable a reduction in the number of staff required to operate the service. The searchroom will also close on one week day reducing opening times by eight hours per week. New rota arrangements and the revised searchroom layout mean that this can be achieved without having to close the Record Office at lunch times and whilst maintaining the Thursday evening opening hours. Temporary contracts for staff who have been taken on to support the new birth, death and marriage copy certificate service will not be renewed and these roles will be filled by permanent staff.

An examination of user numbers has shown that the lowest average falls on a Friday. Opening Monday to Thursday would also fit with the new facility at King's Lynn being closed on Mondays but open on Fridays.

Budget Saving: £50,000

Decreased expenditure on collection development and processing

- 2.4 Ending the purchase of documents will result in a saving of approximately £3,000 per year. It will also reduce the amount of staff time spent assessing archives for sale and managing the purchase process.

Budget Saving £5,000

Increased Income Generation

- 2.5 The refit of the Archive Centre will increase the amount of income the Record Office can generate through room rental. There will also be additional income from the issue of birth, death and marriage certificates.

Budget Saving £18,000

Financial Implications

- 3.1 All financial implications are contained in the report above.

Issues, risks and innovation

- 4.1 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.

Officer Contact

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