

NORFOLK RECORDS COMMITTEE

Date: **Friday, 05 February 2021**

Time: **10:30am**

Venue: **Virtual meeting**

Pursuant to The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020, the 5 February 2021 meeting of Norfolk Records Committee will be held using video conferencing.

The meeting will be broadcast live via this link:

<https://youtu.be/bxFMvTruNLw>

Members and other attendees: DO NOT follow this link, you will be sent a separate link to join the meeting.

Membership

Cllr Michael Chenery of Horsbrugh (Chairman)	<i>Substitute: Cllr Brian Iles</i>	Norfolk County Council
Cllr Robert Kybird (Vice-Chairman)		Breckland District Council
Cllr Sally Button		Norwich City Council
Cllr Barry Duffin	<i>Substitute: Cllr Libby Glover</i>	South Norfolk District Council
Cllr Phillip Duigan	<i>Substitute: Cllr Brian Iles</i>	Norfolk County Council
Cllr Virginia Gay		North Norfolk District Council
Cllr Elizabeth Nockolds		King's Lynn & West Norfolk Borough Council
Cllr Grant Nurden	<i>Substitute: Cllr David King</i>	Broadland District Council
Cllr David Rowntree	<i>Substitute: Cllr Mike Sands</i>	Norfolk County Council
Cllr Denise Carlo		Norwich City Council
Cllr Trevor Wainwright		Great Yarmouth Borough Council
Cllr Alan Waters	<i>Substitute: Cllr Marion Maxwell</i>	Norwich City Council

Non-Voting Members

Mr Michael Begley	Co-opted Member
Lady Dannatt	<i>Custos Rotulorum</i>
Dr G. Alan Metters	Representative of the Norfolk Record Society
Dr Victor Morgan	Observer
Prof. Carole Rawcliffe	Co-Opted Member
Revd. Charles Read	Representative of the Bishop of Norwich
Mr Alan Steynor	Co-opted Member

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

Tim Shaw on 01603 222948
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 4

To confirm the minutes of the meeting of the Norfolk Records
Committee held on 30 October 2020

3 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 an interest but can
speak and vote on the matter.

**District Council representatives will be bound by their own
District Council Code of Conduct.**

**4 To receive any items of business which the Chair decides
should be considered as a matter of urgency**

5 Finance and Risk Report **Page 8**

Report by the Director of Culture and Heritage

6 Long-term planning for the Norfolk Record Office **Page 19**

Report by the Director of Culture and Heritage

7 Future Meetings:

26 March 2021	10.30 am
23 July 2021	10.30 am
29 October 2021	10.30 am
28 January 2022	10.30 am
1 April 2022	10.30 am

Tom McCabe
Head of Paid Service
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 28 January 2021



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Norfolk Records Committee

Minutes of the Meeting held on 30 October 2020 at 10.30 am as a Virtual Microsoft Teams Meeting

Present:

Norfolk County Council

Cllr Michael Chenery of Horsbrugh (elected Chair)
Cllr P Duigan
Cllr D Rowntree

Norwich City Council

Cllr S Button
Cllr D Carlo

North Norfolk District Council

Cllr V Gay

South Norfolk District Council

Cllr B Duffin

Broadland District Council

Cllr G Nurden

Breckland Council

Cllr R Kybird (elected Vice-Chair)

Non-Voting Members

Co-Opted Member

Prof. Carole Rawcliffe
Mr A Steynor

Observer

Dr V Morgan

Representative of the Bishop of Norwich

Rev'd C Read

1 To receive apologies and details of any substitute members attending

- 1.1 Apologies for absence were received from Cllr E Nockolds, Cllr t Wainwright, Cllr A Waters, Mr M Begley, Lady Dannatt and Dr G A Metters.

2. Election of Chair

- 2.1 Cllr Michael Chenery of Horsbrugh was duly elected for the ensuing year.

(Cllr Michael Chenery of Horsbrugh in the Chair)

3. Election of Vice-Chair

- 3.1 Cllr R Kybird was duly elected for the ensuing year.

4 Minutes

- 4.1 The minutes of the meeting held on 7 February 2020 were confirmed as an accurate record of the meeting and signed by the Chair.

- 4.2 It was noted during today's meeting that a response was awaited from the February meeting about who was responsible in parish churches to agree to

deposit records.

5 Declarations of Interest

- 5.1** The Chairman declared an “other interest” at a trustee of NORAH (Norfolk Archives and Heritage Development Foundation).

6 Items of Urgent Business

- 6.1** There was no urgent business.

7 Appointment of Co-Opted Members

- 7.1** The Committee received the report asking them to consider the appointment of the three Co-opted Members and one Observer Member for the period 2020/21.

- 7.2** The Committee APPOINTED:

- Three Co-opted Members (all without voting rights) for the period 2019/20
 - o Mr Michael R Begley
 - o Prof Carole Rawcliffe
 - o Mr Alan Steynor
- One Observer Member (without voting rights) for the period 2019/20
 - o Dr Victor Morgan.

8 Finance and Risk

- 8.1** The Committee received the report outlining the Norwich Record Office revenue budget for 2020/21, capital programme and reserves and provisions and an update on the service risk register.

- 8.2** The following points were discussed and noted:

- The Record Office remained open to the public at a reduced service.
- Emergency grant funding was being sought from the Government to help meet the predicted loss of income for the Service during the extended period of closure and reduction in normal activity due to Covid-19.
- Insolvencies due to the pandemic were likely to lead to more business archives being deposited with the Record Office in the months to come.
- Covid-19 was the first major event to be captured electronically. Because of this the County Archivist had taken steps at the national level with professional bodies to publicise the importance of the preservation of these records and planned to issue a joint statement in November 2020.
- In reply to questions the County Archivist said that the most recent legislation relating to the keeping of records dated back to long before the existence of digital records; there were no regulations relating specifically to the preservation of parish records in a digital format, but Councils were accountable for the records that they needed to create.
- Work had been completed on the migration of collection metadata to improve its long-term sustainability of metadata (as set out in the periodic report that followed) and this risk had now been removed from the register.
- The budget setting process for 2021/22 was set out on page 15 of the agenda. In recent years the Record Office had become increasingly

- dependent on income generation which was now affected by the pandemic.
- Staff were being consulted about how the budget shortfall for 2021/22 identified in the report could be met.

8.3 The Committee **CONSIDERED** and **COMMENTED** on:

1. Forecast position of the revenue budget, capital programme, reserves and provisions.
2. Management of risk for 2020/21.

9 Performance Report

9.1 The Committee received the report providing information on the Record Office's progress towards its service plan objectives over the last six months.

9.2 The following points were discussed and noted:

- Throughout the pandemic staff had mostly worked from home, however, the Record Office had remained open to continue to answer urgent requests and provide access to the archives when this was needed for official purposes.
- In reply to questions the County Archivist said that many Record Office users were in high risk groups which had implications for user attendance numbers. Attendance at the Record Office had been at expected levels and at revised capacity limits on some days.
- Attendance required advance booking and access to original documents only. The Record Office was looking at new ways in which microfilm could be made available for use by the public in a safe way.
- Prof. Carole Rawcliffe placed on record the thanks of Record Office users to the staff for the way in which they provided a service to the public during these difficult times.
- The Committee was pleased to hear that NORAH would be holding its Christmas event in 2020, but due to the pandemic this would have to be done mostly in a virtual format.
- Work on educational activities, volunteer work, collection development, and public access continued throughout the pandemic and the ways in which this was done was explained to the Committee.
- The Committee's attention was drawn to the creative ways in which the Record Office was working in partnership with the Restoration Trust and the UpShoot Theatre Company about a mental wellbeing project based upon the Change Minds Methodology (key details about the project were set out in paragraph 1.46 of the report) . Further details regarding this project would be made available at the next meeting.
- It was pointed out that only electronic or posted accessions were received whilst the office was closed During the period covered by the report two important accessions were purchased with the assistance of the Norfolk Archives and Heritage Development Foundation.
- The distinct advantages that the migration of metadata from the NRO's old catalogue to the new Atom system had for the cross- indexing and cross-cataloguing of authority records (index terms) was explained to the Committee.
- The Committee heard that NORAH had provided a grant of £600 towards

the History Begins at Home Project which had the purpose of encouraging intergenerational dialogue about the past. This is a national project which the Norfolk Record Office is leading. Work on the movement of the Historic Environment Record from Gressenhall continued with the Record Office preparations now completed. The photographic part of this record was due to be relocated this autumn and the rest of the collection in Spring 2021.

9.3 The Committee **CONSIDERED** and **COMMENTED** on:

The actions taken by the Record Office to provide a service during this period and comment accordingly.

10 Future Meetings

10.1 The dates of future meetings were noted.

Date

Friday 5 February 2021

Friday 26 march 2021

Date

Friday 5 February 2021

Friday 26 march 2021

The meeting concluded at 11.20am.

Cllr Michael Chenery of Horsbrugh, Chair of the Committee



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Norfolk Records Committee

Item No: 5

Decision making report title:	Finance and Risk
Date of meeting:	5 February 2021
Responsible Cabinet Member:	Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Director:	Steve Miller (Director of Culture and Heritage)
Is this a key decision?	No
<p>Executive Summary</p> <p>This report covers the NRO revenue budget for 2020/21, capital programme and reserves and provisions. Section 2 provides the Committee with an update on the service risk register.</p> <p>Section 3 also covers the 2021/22 budget and the general overview of the wider corporate budget position and the specific proposals relating to this committee that support closing the budget gap.</p> <p>The main issues for consideration by this Committee are:</p> <ul style="list-style-type: none"> • Progress with NRO Revenue budgets, capital programme and Reserves and Provisions indicates that the service is forecasting a balanced position. • Progress with risk management for NRO. <p>Recommendations</p> <ol style="list-style-type: none"> 1. To forecast position of the revenue budget, capital programme, reserves and provisions 2. To consider and comment on management of risk for 2020/21 	

1. Revenue Budget

- 1.1. The budget for 2020/21 is £743,840 and is summarised in the table below. We are currently forecasting an overspend of £60,084.

Service	Current budget £	2020/21 forecast Outturn £	Forecast +Over/ Underspend £
Salary	960,750	973,930	13,180
Premises	3,920	6,515	2,595
Travel	2,240	(767)	(3,007)
Supplies & Services	48,040	105,393	57,353
Support Services	1,110	2,174	1,064
Capital	272,070	272,070	0
Income			
Grant Income	(307,640)	(393,160)	(85,520)
Sales fees and Charges	(220,650)	(114,853)	105,797
Other Income	(16,000)	(47,113)	(31,113)
Total	743,840	803,924	60,084

- 1.1.1. The forecast over-spend is most significantly due to the predicted loss of income for the Service during the extended period of closure and a reduction in normal activity due to Covid-19.
- 1.1.2. Due to the unprecedented nature of the pressures that the Service is facing this is an issue that is being managed at a wider CES departmental level.
- 1.1.3. As part of the response to Covid-19 the Government has provided support to authorities in the form of a Covid-19 emergency grant funding specifically to cover issues such as the loss of income. Cabinet agreed that the overall CES share of the fund is £6.112m, therefore, the expectation is this funding will significantly help to mitigate the Service pressures. In addition, the Government have provided further funding for local authorities, specifically in relation to the loss of income, and the income losses for the services will also be in part recovered as part of these claims.

1.2. **Capital programme**

1.2.1. At the Full Council meeting in February 2019, Norfolk County Council approved £75,000 of capital funding for the Metadata Migration Management project. The Project was started in 2019/20 and we have £33,945 to complete the project in 2020/21. This project will allow the NRO to provide the information on its Collection in a way which meets growing user expectations. As well as quantity and quality of data the NRO needs to move towards an authority file, linked data approach to its catalogues. Traditionally, archivists have catalogued records and then created indexes to help locate catalogues. To meet the needs of future users, archivists need to take a more structured approach in effect creating catalogues featuring an assembly of controlled linked data terms.

1.2.2. As part of the 2020/21 budget Full council approved £200,000 for the improvements to enable the reorganisation of Storage and Additional Mobile Racking.

1.2.3. The new capital funding is shown in the table below:

1.2.4.	2021-22	2022-23	2023-24+
Culture and heritage			
NRO	0.088	0.088	0.088
Develop Norfolk Record Office 2050 Vision	0.080	0.080	0.080

1.3. **Reserves and Provisions**

1.3.1. The table summarising the position appears below.

Reserves and Provisions	Balances at 01Apr 20	Forecast Balance at 31 Mar 21	Planned Change
	£	£	£
Norfolk Record Office			
Residual Insurance and Lottery Bids	128,056	80,886	(47,170)
Unspent Grants & Contributions Reserve	50,721	50,721	
Service Total	178,777	131,607	(47,170)

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 reviews appears at Appendix A.
- 2.2. The Register contains six key risks, three 'high' level, two of which are currently assessed as a 'medium' level risk, while one is assessed as 'low'.
- 2.3. All risks are being well managed. One of the risks is assessed as being met and is shown as green whilst another is shown as 'Green – on schedule' progress towards achieving target risk score, 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' The NRO will not be able to meet its income generation targets in 2020-21. As detailed in paragraphs 1.2 and 1.3 above, this risk is being dealt with centrally.
 - 2.4.2. For RM13963 'Inability to continue collecting archives', an increased level of accessions would reduce the available space more quickly than planned. Additional space is being created to reduce this risk, but this work will not provide a long-term solution to the space issue. During the last 6 months very, few accessions have been received by the NRO. However, a backlog is building up and there is likely to be increase pressure from the deposit of records identified during the pandemic and from businesses which have gone into liquidation.
 - 2.4.3. For RM14164 'Failure to meet growing public expectations on access', With the NRO searchroom closed until September and the current restrictions on opening, the normal level of access is not being provided. This is being kept under constant review and steps to ameliorate problems will be taken where possible. In the longer term, work to enhance descriptive data will continue and has been given a boost by staff working from home in past six months. Enhancement of descriptive metadata will continue to be a priority for service development.
 - 2.4.4. For RM14165 'Failure to collect, preserve and make accessible new formats of archive', The NRO has digital preservation tool in place and has been able to accept some digital deposits in the last six months, However, there will be increasing demand for digital preservation services and the NRO needs to be ready to meet these. This is likely to be accelerated by the pandemic which is heightening awareness of the need for digital preservation.
 - 2.4.5. For RM14167 'Collection at risk through unexpected events', due to the special nature of the NRO collection the usual NCC continuity planning has to be reviewed and adapted. This is mitigated through the roll out of specific Emergency Plan, in which all staff, are trained. New staff are included in training plans. This risk is classed as 'Met' but will continue to be reviewed and remains on the risk register.

- 2.4.6. For RM14291. 'Long-term sustainability of metadata'. The migration of catalogue, accession and location data from the old CALM system has now been completed and this risk has been removed from the risk register.

3. 2021/22

- 3.1. On the 5 October 2020, Norfolk County Council Cabinet received a report on the 2021/22 budget setting process. The report set out the current assumptions around the budget for 2021/22 and highlighted a significant number of uncertainties that the County Council is currently facing. The report detailed the savings identified to date from CES, totaling £6.858m, contributing to the total funding Gap of £38.992m, which includes the following savings related to this committee.

Saving proposal	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m	Total £m
21-22 CES009: Staff savings at the Norfolk Record Office (NRO) - Savings in back office processes and service re-design.	-0.066	0.000	0.000	0.000	-0.066

- 3.2. On the 1 February 2022 Norfolk County Council considered the 2021/22 budget and the updated planning position, this included additional savings related to this committee:

Saving proposal	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m	Total £m
21-22 CES044: BC3 – Develop Norfolk Record Office 2050 Vision	-0.080	0.000	0.000	0.000	-0.080

- 3.3. In the short term this saving will be delivered by charging staff time through to the project, but the long-term goals are to:

- Reduce energy consumption by providing stable storage environments which do not rely on air conditioning and enable it to carry on accumulating archives for until 2050 and beyond

- Continuing the development of its role as a home for information about Norfolk and its past, extending recent developments to house the Historic Environment Service, and Norfolk and Norwich Archaeological Library.
- Extending its role as an enabling service supporting the work of voluntary groups beyond its current Community Archives: Skills, Support and Sustainability Project
- Meeting the challenges of the new digital age both in term so that it can:
 - Capturing and preserving the new wave of electronic archives as authentic, trustworthy and comprehensive records and
 - Taking full advantage of new technologies for access, discovery and learning

4. 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.

5. Background Papers

- 5.1. There are no other documents to refer to.

Officer Contact

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

Officer name: Andrew Skiggs **Tel No.:** 01603 223144

Email address: andrew.skiggs@norfolk.gov.uk

Officer name: Gary Tuson **Tel No.:** 01603 222003

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



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Risk Number	RM13959				Date of update			25 January 2021		
Risk Name	Loss of or reduction in funding									
Portfolio lead	Cllr. Margaret Dewsbury				Risk Owner		Gary Tuson			
Risk Description					Date entered on risk register			31 March 2009		
Loss of or reduction in levels of external funding (including NCC) and income generation, could lead to a reduced capacity to deliver the service, threaten business viability and infringe National Lottery Heritage 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	5	20	5	3	15	4	3	12	Mar-21	Amber
Tasks to mitigate the risk										
Covid-19 has had a significant impact on income generation in a number of areas. NCC are aware of this and taking it into account in their overall budget planning.										
Progress update										
Central government grants being applied for to cover the impact of failing to meet income generation targets										
Plans to support increase in income generation to be included in 2021-22 planning										

Risk Number	RM13963				Date of update			25 January 2021		
Risk Name	Inability to continue collecting archives									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Gary Tuson		
Risk Description					Date entered on risk register			27 February 2014		
The NRO was designed to accommodate 15 years of expansions space starting from 2003. There has also been an increased level of accessions. Actions have been taken to make storage more efficient but this is not a long term solution. There is also the risk that actions to rationalise storage elsewhere in the council will lead to an increased rate of deposit in the NRO.										
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	4	3	12	3	2	6	Mar-21	Green
Tasks to mitigate the risk										
Work on reorganization of space has been delayed in 2020.										
Progress update										
Part of the new shelving system has been installed and the a supplier has been appointed for the remaining shelves.										
Rates of accumulation have been very low in 2020, however this is likely to be offset by an increase in 2021-22.										
Pressure may be increased because of records from bankrupt businesses										

Appendix APPENDIX A

Risk Number	RM14164			Date of update			25 January 2021			
Risk Name	Failure to meet growing public expectations on access									
Portfolio lead	Cllr. Margaret Dewsbury				Risk Owner		Gary Tuson			
Risk Description				Date entered on risk register			27 February 2014			
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	4	4	16	3	3	9	Mar-21	Green
Tasks to mitigate the risk										
Enhancement of metadata in selected areas										
Restricted access due to need for social distancing is reducing access to collections										
Progress update										
Searchroom currently closed. Procedures for reopening of searchroom are in place.										
Project undertaken to add low level metadata to selected series of records.										

Risk Number	RM14165				Date of update			25 January 2021		
Risk Name	Failure to collect, preserve and make accessible new formats of archive									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Gary Tuson		
Risk Description					Date entered on risk register			27 February 2014		
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-21	Amber
Tasks to mitigate the risk										
Proceedures and tools in place to enable digital deposits to be ingested and managed										
Progress update										
Awareness of issues around digital preservation being raised outside of the Record Office										

Risk Number	RM14167				Date of update			25 January 2021		
Risk Name	Collection at risk through unexpected events									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Gary Tuson		
Risk Description					Date entered on risk register			27 February 2014		
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-21	Green
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.										

Norfolk Records Committee

Item No:6

Decision making report title:	Long-term planning for the Norfolk Record Office
Date of meeting:	5 February 2021
Responsible Cabinet Member:	Cllr Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Director:	Steve Miller (Director of Culture & Heritage)
Is this a key decision?	No
<p>Executive Summary</p> <p>By the mid-2020s the NRO will have run out of storage space. In addressing this issue, the NRO needs to consider the whole service it provides so that it can plan for a sustainable, effective service which meets the needs of Norfolk in the mid-21st century.</p> <p>This does not represent a radical change in thinking – although there will be opportunities to do so – and the long-term aims which have been steering the service over the last five years are still very relevant. This report looks at these existing long-term aims and the significant steps which have been taken to achieve them, it then considers where these aims need some modification and where priorities should lie over the next three years.</p> <p>This report also marks a first stage in the process of forming a new long-term plan. Over the coming year, consultation with staff, public and other stakeholders will play a significant role in its development.</p> <p>Recommendations</p> <ol style="list-style-type: none"> 1. Consider and comment on the long-term aims detailed in this report and on its future development. 2. Approve the start of a programme which will inform long-term planning and address the Record Office's accommodation needs 3. Approve the change of the sixth long-term aim from 'Providing a Sustainable Service' to 'Providing an Environmentally and Financially Sustainable Service.' 4. Approve the prioritization of the aims of 'Providing an Environmentally and Financially Sustainable Service', and 'Enabling the Norfolk Record Office to Continue Receiving Accessions'. 	

1. Background and Purpose

- 1.1. By the mid-2020s the NRO will have run out of storage space. In addressing this issue, the NRO needs to consider the whole service it provides so that it can plan for a sustainable, effective service which meets the needs of Norfolk in the mid-21st century.
- 1.2. This does not represent a radical change in thinking – although there will be opportunities to do so – and the long-term aims, which have been steering the service over the last five years are still very relevant. This report looks at these existing long-term aims and the significant steps which have been taken to achieving them, it then considers where these aims need some modification and where priorities should lie over the next three years.
- 1.3. This report also marks a first stage in the process of forming a new long-term plan. Over the coming year, consultation with staff, public and other stakeholders will play a significant role in its development.

2. Proposals

- 2.1. Members are asked to:
 - 1. Consider and comment on the long-term aims detailed in this report and on its future development.
 - 2. Approve the start of a programme which will inform long-term planning and address the Record Office's accommodation needs
 - 3. Approve the change of the sixth long-term aim from 'Providing a Sustainable Service' to 'Providing an Environmentally and Financially Sustainable Service.'
 - 4. Approve the prioritization of the aims of 'Providing an Environmentally and Financially Sustainable Service', and 'Enabling the Norfolk Record Office to Continue Receiving Accessions'.

3. Impact of the Proposal

- 3.1. This proposal will enable the Record Office to start its programme of service development running from 2021 to 2024.

4. Evidence and Reasons for Decision

4.1. Existing Medium- and Long-Term Planning

- 4.2. In June 2015 the Norfolk Records Committee approved a report on medium- and long-term planning for the Norfolk Record Office. This has informed actions taken each year since then and, with a few modifications, remained broadly the same.
- 4.3. The report laid out six strategic aims. These are listed below along with some of the significant steps which have been taken to achieve them.
- 4.4. Enabling new audiences to benefit from the use of archives

- 4.4.1. ○ Education and Outreach service delivering wide range of courses and events
- 4.4.2. ○ Development of wellbeing projects including Change Minds, and leadership of the national History Begins at Home and Archives for Wellbeing Network
- 4.4.3. ○ A programme of volunteers involved in blogging, cataloguing and conservation
- 4.4.4. ○ Redesigning public spaces including the Glass Cube shared between the Green Room and Searchroom
- 4.5. Ensuring archives are accessible now and in the future:
 - 4.5.1. ○ Redesigning the searchroom services in Norwich and King's Lynn
 - 4.5.2. ○ Delivering an active conservation service and delivering externally funded projects
- 4.6. Enabling the Norfolk Record Office to continue receiving accessions
 - 4.6.1. ○ Creation of new space each year by reorganizing and repackaging collections
 - 4.6.2. ○ Installation of a new racking system to maximise use of space in the top strongroom. (The shelving has been designed and ordered with installation due in early 2021). These initiatives will make the best possible use of space in the strongrooms.
 - 4.6.3. ○ Creating new working practices to deal with digital records
- 4.7. Enabling people to discover information from archives
 - 4.7.1 ○ Migration of catalogue and collection metadata to a standards compliant system which enables access to the underlying data.
 - 4.7.2 ○ Introduction of new cataloguing methods improving the linking of data
 - 4.7.3 ○ Creation of new catalogues through staff work, externally funded projects, and volunteer projects.
- 4.8. Supporting Norfolk's Archive Ecology.
 - 4.8.1 ○ A series of training session and conferences for community archives and local history groups
 - 4.8.2 ○ The National Lottery Heritage Fund supported Community Archives: Skills, Support and Sustainability project. As well as working with 30 community partners and running training courses open to all, this project has produced an online Community Archives Toolkit – see www.archives.norfolk.gov.uk/community-archives
- 4.9. Providing a sustainable service

- 4.9.1. ○ Establishment of the Norfolk Archives and Heritage Development Foundation (NORAH)
- 4.9.2. ○ Adding the issue of copy birth, death and marriage certificates to services provided by NRO
- 4.9.3. ○ Increasing income generation through the certificate service, licensing of images, sale of boxes, providing paid service etc.
- 4.9.4. ○ Providing accommodation for services which have synergies with the NRO: registrars, Norfolk and Norwich Archaeological Society Library, Historic Environment Service.
- 4.10. It is proposed that all six of these aims are kept in place but with the final aim being modified to 'Providing a financially and environmentally sustainable service.' This would reflect Norfolk County Council's aim of net zero carbon emissions by 2030.
- 4.11. Work will continue on all areas of service development, but over the next three years there would be an increased emphasis on:
 - 4.11.1. ○ Enabling the Norfolk Record Office to continue receiving accessions
 - 4.11.2. ○ Providing a financially and environmentally sustainable service
- 4.12. This will require:
 - 4.12.1. ○ Consultation on the role of the Record Office and how it fulfils this with staff, the public, community groups, local authorities and other stakeholders
 - 4.12.2. ○ Identification of potential partners for service development
 - 4.12.3. ○ Production of an Outline Business Case including an options appraisal of possible solutions and a funding strategy
 - 4.12.4. ○ Continued actions to ensure that the Norfolk Record Office generates increasing amounts of income to support its service provision. This will, in part, be achieved by meeting the aim of enabling people to discover information from archives by continuing to increase the amount and spread of catalogue metadata available to the public, thereby enabling them to order more digitized images.

5. Financial Implications

- 5.1. The actions proposed in this report in themselves do not have major financial implications, however the recommendations which come from them are likely to do so. These will be detailed in future reports.

6. Other Implications

6.1. Equality Impact Assessment (EqIA)

- 6.1.1 This report refers to long-term planning and the future development of the Norfolk Record Office. An important part of this process will be ensuring that

equalities and accessibility issues are considered as a central part of the process.

6.2. **Sustainability implications**

- 6.2.1 This work will include actions which will help Norfolk County Council realise its Environmental Policy.

7. **Recommendations**

- 7.1.
1. Consider and comment on the long-term aims detailed in this report and on its future development.
 2. Approve the start of a programme which will inform long-term planning and address the Record Office's accommodation needs
 3. Approve the change of the sixth long-term aim from 'Providing a Sustainable Service' to 'Providing an Environmentally and Financially Sustainable Service.'
 4. Approve the prioritization of the aims of 'Providing an Environmentally and Financially Sustainable Service', and 'Enabling the Norfolk Record Office to Continue Receiving Accessions'.

Officer Contact

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