

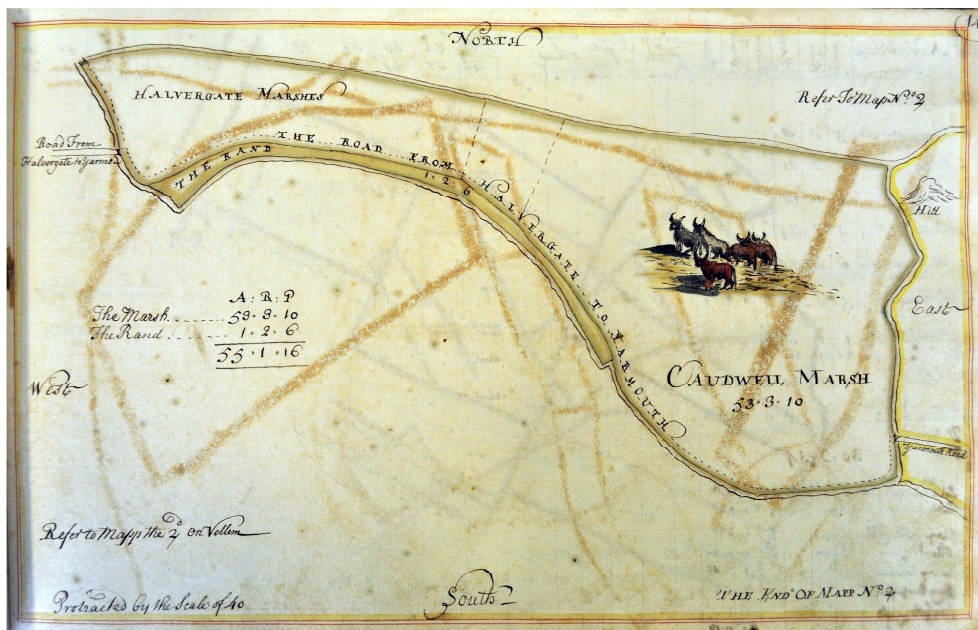
NORFOLK RECORDS COMMITTEE

Date: Friday 3 January 2014
 Time: 10.30am
 Venue: The 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.



Map of Halvergate Marshes by James Corbridge, 1731

From a book of surveys of the estates of Miles Branthwayt of Hethel, made by James Corbridge the year after his newly surveyed county map of Norfolk was published by subscription. This book of estate surveys is part of the huge Francis Horner Memorial Archive, currently being catalogued at the NRO.

NRO, ACC 1997/203.

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
Ms D Gihawi	Norfolk County Council Substitute: Mr M Sands
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

Non-Voting Cabinet Member

Mrs M Wilkinson	Norfolk County Council Communities
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**For further details and general enquiries about this Agenda
please contact the Committee Officer:**

Sonya Blythe on 01603 223029
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 22 November 2013.

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 2013/14**

(Page 11)

Report by the County Archivist

6. **Service and Budget Planning 2014-17 for Norfolk Record Office**

(Page 17)

Report by the County Archivist

7. **Changes to Opening Hours at Norfolk Record Office: The Archive Centre** (Page 25)

Report by the County Archivist

8. **Norfolk Record Office: Improvements to Archival Storage** (Page 29)

Report by the County Archivist

9. **Future Meetings**

Date	Time	Venue
Monday 28 April 2014	10:30am	The Green Room, Archive Centre
Friday 27 June 2014	10:30am	The Green Room, Archive Centre
Friday 28 November 2014	10:30am	The Green Room, Archive Centre

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

Date Agenda Published: 23 December 2013



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Norfolk Records Committee

Minutes of the Meeting held on 22 November 2013

Present:

Norfolk County Council

Michael Chenery of Horsbrugh
Mrs D Gihawi

Broadland District Council

Mr J Bracey
Mr D Buck (non voting)

King's Lynn and West Norfolk Borough Council

Mrs E Nockolds

Great Yarmouth Borough Council

Norwich City Council

Ms D Carlo
Mr D Bradford

South Norfolk District Council

Dr C J Kemp

Breckland Council

Mr R Kybird

Non-Voting Members

Co-Opted Member

Mr M Begley
Professor C Rawcliffe
Professor R Wilson

Representative of the Norfolk Record Society

Dr G A Metters

Representative of the Bishop of Norwich

Revd C Read

1. Apologies for Absence

3.1 Apologies for absence were received from, Mrs A Claussen–Reynolds, Ms V Thomas, Mr R Jewson, Dr V Morgan, Mrs K Robinson-Payne and Mr P Smyth.

2. Minutes

2.1 The minutes of the meeting held on 26 April 2013 were confirmed as an accurate record of the meeting and signed by the Chairman.

3. Matters of Urgent Business

3.1 The Chairman noted that Professor Hassell Smith had sadly died in September 2013. Professor Smith had been instrumental in the construction of the Norfolk Records Committee and had sat on it for forty years.

4. Members to Declare any Interests

4.1 No interests were raised.

5. Norfolk Record Office Performance Report 1 April – 30 September 2013.

5.1 The Performance Report 1 April – 30 September 2013 (item 5) by the County Archivist was received. This provided information on the progress towards targets

which had been set in the 2013/14 service plan.

5.2 During the discussion the following points were noted:-

- Over 3600 members of the public had attended various public engagement activities.
- The number of written and telephone enquiries received by the Archive Centre and the King's Lynn Borough Archive (KLBA) varied massively between centres. It was likely that calls which were originally meant for the KLBA would have been taken by the Archive Centre as the KLBA only opened one day per week.
- There had been a noticeable increase in the number of gifts and deposits made (232, with 182 being received in the equivalent period in 2012). There was no particular reason for this as the number often fluctuated. The increased number of deposits did mean an increased workload for staff but this work was prioritised accordingly. Accessions which were of high public interest were worked on first, in order to make them accessible, whilst closed records would be left until a later date. The County Archivist intended to look at the method of prioritisation. A brief description of new accessions was always created for the website as the first task when anything was received.
- Despite the tough financial climate generous donations of records were still being received.
- In September an archivist had commenced work on a project to reorganise and properly catalogue the Norwich City collection.
- Racking in the strongrooms was now moved on a weekly basis in order to prevent gasses from building up. This task took less than ten minutes.
- Electricity consumption had fallen in the Archive Centre over the past five years but there was scope for further economies. The majority of energy consumption was used by the strong room and ways of improving this were always being sought. For example allowances would now be made for seasonal weather variations rather than the temperature in the room being kept at the same set point all year.
- Gas consumption figures were part of the overall County Hall campus figures and could not be obtained separately. A 25% reduction in the carbon footprint had already been made and it was hoped that the building works on County Hall would further improve this.
- Work was being carried out around how staff and volunteers were organised. Closer links had also been developed with the Museum Service.

RESOLVED

- 5.3
- That the report be noted
 - That the performance be considered against the service plan.

6. Norfolk Records Office Finance and Risk Report 2013/14

6.1 The Finance and Risk report 2013/14 report (item 6) by the County Archivist was received. This provided information on performance, budget and risk for 2013/14 for the Norfolk Record Office.

6.2 During the discussion the following points were noted:-

- At the end of September 2013 the Norfolk Record Office had predicted a

break-even revenue budget outturn, which was the same position as at the previous meeting.

- Three risks had been identified; loss of or reduction of funding; a lack of clarity in roles and responsibilities; and long term staff shortage. The staff shortage risk was a reputational threat and was rated as amber as it could happen at any time.

RESOLVED

- 6.3
- That performance against the 2013/14 service plans be noted.
 - That performance against the revenue budget and reserves and provisions for 2013/14 be noted.
 - That the new entries on the risk register be noted.

7. Service and Budget Planning 2014-17 for Norfolk Record Office

7.1 The Service and Budget Planning 2014-17 for the Norfolk Record Office report (item 7) by the County Archivist was received. The paper set out the financial and planning context for the authority and gave an early indication of what this would mean for Community Services and the Norfolk Record Office.

7.2 During the ensuing discussion the following points were noted:-

- Proposed budget changes in 2014-15 would reduce the budget by £170k, which was 12.2% of the total budget. Recommendations were listed within Appendix A of the report as to how the budget reductions could be met.
- A public consultation was currently being carried out around all of the County Council's proposed budget cuts and final decisions could not be made until this process concluded in December 2013.

The Committee AGREED to consider item 8 at this point, as it impacted on the recommendations for this item.

8 Changes to the Norfolk Record Office Opening Hours

8.1 The Changes to the Norfolk Record Office Opening Hours report (item 8) by the County Archivist was received. This provided information on the options available to reduce budget costs by changing the hours of the Norfolk Record Office. As with item 7, a final decision could not be made by Members until after the conclusion of the public consultation.

8.2 Four options were available to Members; to remain open from 9am to midday every Saturday at a cost of £12,271 per annum; to close on Saturdays at no cost; to open one Saturday per month at a cost of £5754.87; or to open one evening per week at a cost of £1221 per annum.

8.3 During the discussion the following points were made:-

- A suggestion was made that the Norfolk Record Office could open each Saturday and close on a Monday instead. The response was given that this would increase costs as unsociable hours payments would have to be made to staff.
- If any option other than closing each Saturday was opted for, the associated savings would have to be found elsewhere in the budget.

- It would be difficult to run a trial of any of the options without the reduced budget being impacted.
- The average dwell time within the Norfolk Record Office was 3.5 hours, so current Saturday opening hours, or the suggestion to open late one evening per week, did not meet this need. On average 4.7 members of the public used the Norfolk Record Office each Saturday.
- Members agreed that opening one Saturday morning per month would be too confusing for members of the public.
- Saturday closing had been discussed in the past and the decision had been made at the time to remain open to be convenient for those who worked full time. However closure would be supported now due to the low number of visitors on a Saturday.
- Staff had been spoken to and all were comfortable with the suggestion of closing on a Saturday.
- Members noted that they were not bound by the public consultation but did have to have regard to it.

8.4 It was proposed and agreed that the County Archivist do further work around option 4 – opening late one evening per week – and bring information on this back to the next meeting. This would include identifying other savings to counteract the £1221 per annum that this would cost.

8.5 **RESOLVED (in respect of item 7):-**

- That the revised service and financial planning context and assumptions be noted
- That the revised spending pressures and savings for the Norfolk Record Office be noted.

8.6 **RESOLVED (in respect of item 8):-**

- That further consideration be given to closing the Norfolk Record Office every Saturday at the next meeting of the Committee.
- That further consideration be given to opening the Norfolk Record Office one evening per week at the next meeting of the Committee.
- That the remaining two options be discounted.
- That the County Archivist identify additional savings in the sum of £1221.

9 Norfolk Record Office Branding

9.1 The Norfolk Record Office Branding report (item 9) by the County Archivist was received. This provided information on a proposed re-branding strategy for the Norfolk Record Office, including adopting the current logo of the Archive Centre as the logo for the Norfolk Record Office, in order to create a clear identity.

9.2 During the discussion the following points were noted:-

- Consideration was given to re-naming the service as Norfolk Archives, Norfolk Records or Norfolk Records Service. It was agreed though, after lengthy discussion, that Norfolk Record Office had a good reputation and a new name was not required.
- The existing logo did not identify what the service did. The suggested new logo was already designed and in use around the building so re-branding

costs would be minimal. Items featuring the logo, such as stationery, would be ordered when required so existing stocks would not be wasted.

- The change would be the first step in promoting the service and making it accessible to all.

9.3 **RESOLVED**

- That the proposed re-branding be broadly agreed and that a clearer, more refined logo be brought to the next meeting.
- That the Norfolk Record Office be retained as the name of the service.

10. **Any Other Business**

The Chairman announced that this would be the last meeting of the Norfolk Records Committee for the Principal Archivist, Susan Maddock, who would be retiring at the end of the year after 38 years. The Committee passed its thanks to Ms Maddock who had provided excellent guidance and support to members past and present.

11. **Exclusion of the Public**

- 11.1 The Committee was asked to consider excluding the public from the meeting under Section 100A of the Local Government Act 1972 for consideration of the item below, on the grounds it involved the likely disclosure of exempt information as defined by Paragraph 3 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

RESOLVED

- 12.2 That the public be excluded from the following item.

12. **Exempt Minutes**

The exempt minute (item 11 on the agenda) was discussed and agreed.

13. **Future Meetings**

Date	Time	Venue
Friday 3 January 2014	10.30am	The Green Room, Archive Centre
Monday 28 April 2014	10.30am	The Green Room, Archive Centre
Friday 27 June 2014	10.30am	The Green Room, Archive Centre
Friday 28 November 2014	10.30am	The Green Room, Archive Centre

The meeting concluded at 12:35pm.

Dr C. J. Kemp, Chairman of the Committee



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Norfolk Record Office

Finance and Risk Report 2013/14

A report by the County Archivist

Executive Summary

This report provides information on performance against budget and risk for 2013/14 as at 31st October 2013 for the Norfolk Record Office (NRO). Section 1 covers financial performance, and Section 2 covers risk.

The main issues for consideration by this Committee are:

- As at the end of October 2013, the NRO expects to achieve a break-even revenue budget outturn for the financial year.
- Management of risks for the NRO.

Action Required

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

- Performance with the revenue budget and reserves and provisions for 2013/14.
- Management of risk for 2013/14.

1. Financial Performance 2013/14

1.1 Revenue Budget

1.1.1 At the end of October 2013, the NRO is predicting a break-even revenue budget outturn. The budget out-turn is summarised in the table below.

1.1.3 The table below sets out the revenue service budgets and out-turn for the NRO by category of spend:

Service	Approved budget £m	Forecast 2013/14 Outturn £m	+Over/ -Underspend £m	Variance since last report £m
Salary	0.825	0.792	-0.033	0%
Employee Related	0.010	0.011	0.001	0%
Premises	0.003	0.004	0.001	0%
Travel	0.004	0.003	-0.001	0%
Supplies & Services	0.127	0.162	0.035	0%
Support Services	0.497	0.497	0.00	0%
Capital	0.096	0.096	0.00	0%
Income	-0.167	-0.170	-0.003	0%
Total	1.395	1.395	0	0%

1.1.4 For 2013/14 revenue budget savings, also agreed within the Big Conversation consultation, amount to £0.065m and come from staffing reductions (£0.045m), archive storage services (£0.010m) and energy savings (£0.010m). These savings are being achieved and contribute to the break even position.

1.1.5 This forecast is as at the end of October 2013.

1.2 Capital programme

1.2.1 The only expenditure on the Capital programme relates to final costs for the CCTV system upgrade. This is funded from 2012/13 slippage.

1.3 Reserves and Provisions

1.3.1 The table summarising the 2013/14 position appears below.

- The Unspent Grants and Contributions Reserve balance of £0.049m has been reduced by £0.038m for 13/14 contributions for multi-year projects. The Residual Insurance reserve will be used for the digitisation, Manorial Records, Horner Cataloguing, Accessioning and re-cataloguing of Norwich City Records projects. The digitisation will support the income raising activities planned for 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. It will also require some legal support. Therefore, it proposed that £35,000 will be used from the NRO reserves to support this work.

Reserves and Provisions 2013/14	Balances at 01Apr13	Outturn at 31Mar14	Change
	£M	£M	£M
Norfolk Record Office			
Residual Insurance and Lottery Bids	0.370	0.315	-0.055
Unspent Grants & Contributions Reserve	0.046	0.008	-0.038
Service Total	0.416	0.323	-0.093

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 April 2013. A summary of the risk register based on the most recent review of 25 October 2013 appears at Appendix A.
- 2.2 The register contains three key risks, 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. Two of the risks are showing 'Green – on schedule' progress towards achieving their target risk scores, and the other one is 'Amber'.
- 2.4 The impact of the three 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 overspend. The service has budgeted for £8k of Grant income in 2013/14. This risk is classed as 'green' and is not expected to occur in 2013/14, and so will have no impact on the revenue position.
- 2.4.2 For RM13960 'A lack of clarity in roles and responsibilities', could mean that we are not able to access external funding. For 2013/14, the budget for this totals £8k for Grants and £2k for Donations. This risk is classed as 'green' and is not expected to occur in 2013/14, and so will have no impact on the revenue position.
- 2.4.3 For RM13963 'Long-term staff shortage', this risk is largely reputational but if we were to lose a member of staff to long term illness and cover was required, the back fill cost would be around £2k per month. If the role was covered there would likely be no loss of income. This risk is classed as 'amber' as at present no long term absence is expected but is impossible to state categorically that this won't happen.

3. Resource implications

- 3.1 The implications for resources including, financial, staff, property and IT, where relevant, are set out in Sections 1 and 2 of this report.

4. Other Implications

- 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. Equality Impact Assessment (EqIA)

- 5.1 The Norfolk Record Office's Service Plan places diversity, equality and community cohesion at the heart of service development and service delivery. It aims to ensure that activities included in the service plan are accessible to diverse groups in Norfolk and that all policies, practices and procedures undergo equality impact assessment. These assessments help the service focus on meeting the needs of customers in relation to age, disability, gender, race, religion and belief, and sexual orientation.

6. Section 17 – Crime and Disorder Act

- 6.1 There are no direct implications for Crime and Disorder within this report.

7. Conclusion

- 7.1 The Norfolk Record Office expects to achieve a balanced revenue budget position for 2013/14. Progress with service plans points to continuing improvement during the year.

8. Recommendation or Action Required

- 8.1 The Norfolk Records Committee is asked to consider and comment on:
- Performance with the 2013/14 service plans
 - Performance with the revenue budget and reserves and provisions for 2013/14.

Officer Contact

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

Robert Ginn
Accountant
Resources – Budget & Accounting
Tel: 01603 223182
Email: robert.ginn@norfolk.gov.uk

Gary Tuson

County Archivist, Norfolk Record Office
The Archive Centre, County Hall
Norwich, NR1 2DQ
Tel: 01603 222003
Email: gary.tuson@norfolk.gov.uk



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Appendix A: Risk Register - Norfolk County Council (Summary)

Risk Register Name		Norfolk Record Office					Red	
Prepared by		Gary Tuson and Stephen Andreassen		High			Amber	
Date updated		25 October 2013		Med			Green	
Next update due		30 November 2013		Low			Met	
Area	Risk Number	Risk Name	Risk Description	Current Risk Score	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner
Norfolk Record Office	RM13959	Loss of or reduction in funding	Loss of or reduction in levels of external funding could lead to a reduced capacity to deliver the service, or threaten business viability.	Med 9	Med 6	31/03/2014	Green	Gary Tuson
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.	Med 6	Low 4	31/03/2014	Green	Gary Tuson
Norfolk Record Office	RM13963	Long-term staff shortage	Due to our low levels of staff any long term shortage in key areas for whatever reason could lead to premises closure, support service downtime, increased backfill costs and loss of income. This could result in public services being unavailable and would negatively impact on our reputation.	Med 12	Low 4	31/03/2014	Amber	Gary Tuson

Service and Budget Planning 2014-17 for Norfolk Record Office

Report by the County Archivist

Summary

This paper sets out the financial and planning context for the authority and gives an early indication of what this means for Community Services and the Norfolk Record Office.

It highlights specific known impacts of new national policy initiatives which are likely to affect the way the Service carries out its business and plans its future priorities. It sets out proposals for changing service delivery currently being consulted on, along with identified efficiency savings which have been identified by Officers and Members in order to meet the funding gap.

On 2 September Cabinet agreed the projected funding gap for planning purposes of £189m over the three year period 2014-17. This is based on assumptions for additional cost pressures facing services and a reduction in Government funding taking into consideration the latest information from Department for Communities and Local Government (CLG).

This report sets out the financial and planning context for the authority and gives specific service information for the Norfolk Record Office (NRO) for the next financial year.

Action Required

Members of NRO Committee are asked to consider and comment on the following:

- a. The revised service and financial planning context and assumptions
- b. The revised spending pressures and savings for the Norfolk Record Office
- c. Members are also invited to identify further ideas to achieve additional revenue budget savings

1 Background

- 1.1 On 19 September the County Council launched the Putting People First consultation about future focus for Council spending. The context for the consultation is the Council's need to bridge a predicted funding gap over the next three years and a desire to focus council spending on areas that will support or lead to;
 - a. Excellence in education
 - b. Real jobs – leading to sustainable employment throughout Norfolk
 - c. Good infrastructure
- 1.2 A report to Cabinet on 2 September confirmed that the projected funding gap for planning purposes should be increased from £182m to £189m over the three year period 2014-17 based upon information from the Department of Communities and Local Government (CLG).

- 1.3 This paper brings together for Committee Members the following:
- a. Revised financial and planning assumptions agreed by Cabinet in September to inform the Council's budget proposals
 - b. Updated budget proposals for emerging cost pressures, new savings and revisions to future savings for 2014/15.
 - c. Known priorities for the service for the period 2014-17

2 Financial and planning context

- 2.1 The context for the County Council's three-year planning was set out by Cabinet in its report in August 2013, when it also confirmed a vision for Norfolk called 'Putting People First' which aims to achieve a better, safer future, based on education, economic success and listening to local communities.
- 2.2 The financial strategy which underpins these elements is:
- a. Faster and greater service innovation and transformation helping to squeeze further savings and efficiencies from improved processes. Investing to save where necessary to make this happen
 - b. Continuing to drive down costs across the board
 - c. Rationalising assets and property. Working closely with others to develop and implement new shared arrangements that save money and take account of the wider social and economic impact of any option for change
 - d. Utilising and releasing land where we can to build new homes (subject to sound business cases)
 - e. Investing in the economy – and by doing so, helping build skills and create real and sustainable jobs
 - f. Using new technology to help improve services and release savings and take account of changing customer expectations and practice
 - g. Collaboration with others across the public sector, especially colleagues in the NHS, to achieve the most effective use of public monies and better outcomes for Norfolk people

3 Service Specific Context

3.1 Norfolk Record Office Service Priorities

- 3.1.1 The following covers the main priorities for the Community Services Department that will form the basis of service planning and budget proposals for 2014 -17.

3.1.2 Norfolk Record Office priorities for 2014-17 are principally contained within the Priorities listed at 1 and 7. However the NRO supports overall Community Services priorities through its service plans wherever possible. Priorities are not ranked in any particular order.

Priority	This involves:
1. Deliver budget savings as set out in the County Council Plan	<ul style="list-style-type: none"> • Delivering the first year of the Putting People First programme
2. Making sure vulnerable people are safe	<ul style="list-style-type: none"> • Our key safeguarding responsibilities
3. Keeping people independent and preventing admissions to hospital or residential care	<ul style="list-style-type: none"> • Making sure that the best use is made of personal budgets • Making sure people have a choice
4. Integrating health and social care services so that services are efficient, effective and easy to understand	<ul style="list-style-type: none"> • Planning services together with Clinical Commissioning Groups • Health and social care integration • Commissioning the right services in the right local places
5. Supporting carers	<ul style="list-style-type: none"> • Making sure our services are focused on keeping people independent • Promoting community-based services and community-driven initiatives to support vulnerable people • Supporting people with better information
6. Working with providers of care services to ensure the quality and availability of services	<ul style="list-style-type: none"> • Our key safeguarding responsibilities
7. Delivering high quality and accessible cultural services	<ul style="list-style-type: none"> • Maintaining current high levels of performance in Cultural Services • Ensuring services are accessible to all people in a range of ways

3.1.3 The priorities will be used to drive planning through the service. Practically this means that, when developing more detailed service, locality and team plans, managers will be required to demonstrate how they are delivering the priorities.

3.1.4 The priorities will also continue to shape how we manage and report our performance. The Norfolk Record Office reports performance with regular updates to the Norfolk Records Committee.

3.2 Service specific drivers

3.2.1 In developing our plans we conduct a 'contextual review' which looks at all of the things that might affect our customers and services, and try to anticipate their impact. Where there are clear risks, we plan actions to mitigate these. The following summarises the main issues and changes that we have identified.

3.3 Changes in demand

3.3.1 Norfolk's demographic and economic challenges are well documented and understood. In planning our services and expenditure we consider these trends to take account of:

- a. The changing economic climate which impacts on employment and consumer spending, the reducing availability of funding from external sources for projects, and
- b. Competition from the wider cultural sector and increasing access to the cultural digital 'economy'.

4 Review of progress within the current three year programme and proposed changes

4.1 Good progress has been made on achieving efficiencies during the three years of the Big Conversation programme. However, due to the funding gap identified further savings have been proposed as part of the Putting People First programme.

4.2 Revised cost pressures are detailed in Appendix A.

4.3 Pressures and changes to budget

4.3.1 Norfolk Record Office proposed Putting People First savings for 2014/15 total £0.189m. This includes £0.027m as a contribution to Administrative efficiency savings for Cultural Services as a whole. The impact on the budget overall is set out below:

Description	2013/14 Budget £000	Additional Costs 2014/15 £000	Saving 2014/15 £000	Proposed 2014/15 Budget £000	Saving Reference
Salaries	825	8	(82)	751	8, 9
Staff Related Costs	10			10	
Premises	3			3	
Transport	4			4	
Supplies & Services	127	2	(27)	102	9
Support Services	497	10	(20)	487	9
Depreciation & Impairment	96			96	
Income	(167)	(1)	(60)	(228)	20
Total	1,395	19	(189)	1,225	

A breakdown of the additional costs and savings is given in Appendix A.

- 4.3.2 Appendix A also rates the risk of each proposed saving not being made in terms of Red, Amber, Green. The only 'Red' area is the additional Income to be generated under Reference 20 as it depends on outside factors, such as demand existing for the services and contracts being agreed on good terms and in time. The others are classed as 'Amber' as they are still being consulted on but the saving will have to be made in some form.

To negate the risk, the NRO is, therefore, planning to develop a series of packages which it will offer to the commercial sector whilst at the same time looking into the provision of a digitization on demand service which would cover the Collection as a whole.

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. It will also require legal support. Therefore, it proposed that £35,000 is used from the NRO reserves to support this work.

5 Resource Implications

5.1 Finance

5.1.1 Finance implications are covered in section Four of the report.

5.2 Staff

5.2.1 The financial implications of reductions in staffing levels for all services was assessed corporately as part of the overall budget proposals for 2014-17. The NRO currently has 28.92 Full Time Equivalent employees. With a proposed savings to be made from restructuring there could be an impact on these staff but this is still under consultation. Redundancy costs may be incurred.

5.3 IT

5.3.1 The successful delivery of NRO services day to day relies on the appropriate IT resources being available and if not can cause loss of service, increased administration with the potential for loss of income. The lack of adequate and robust IT connections at outlying museums results in regular problems with admissions and retail, and risks compromising the effectiveness of the proposed new admissions and retail systems currently being procured.

6 Other Implications (where appropriate)

6.1 Equality Impact Assessment (EqIA)

6.1.1 Individual Equality Impact Assessments are being carried out on all the Council's budget proposals that potentially have an impact on identified groups with protected characteristics.

The legislation and statutory codes of practice informing the Council's work on equality impact assessments recommends that consultation with relevant groups should form a core part of the evidence used to prepare an equality impact assessment.

At the time of writing this report, the consultation is still on-going, so this Overview and Scrutiny report provides an interim position until findings are brought to the Panel in January.

A full equality impact assessment report will be published alongside the Cabinet budget papers. This is consistent with legislation and will allow Cabinet Members sufficient time to inspect each proposal's equality impact assessment (along with all the other relevant evidence), prior to the Cabinet meeting on 7 January 2014 to agree the recommendations to Full Council in February 2014.

In all their decisions and functions public authorities must give due weight to the need to promote disability equality in relation to the six parts of the general duty:

- a. Promote equality of opportunity between disabled people and other people
- b. Eliminate unlawful discrimination
- c. Eliminate harassment of disabled people that is related to their disabilities
- d. Promote positive attitudes towards disabled persons
- e. Encourage participation by disabled people in public life
- f. Take account of disabled people's disabilities, even where that involves treating disabled people more favourably than others

Where the Council identifies potential adverse impact on protected groups, it must do two things. Firstly, it must consider whether to go ahead with the proposal, or amend it in some way, with a view to promoting equality and tackling disadvantage for the protected group affected. If it takes the decision to go ahead with the proposal in its current form, it must identify actions to reduce or mitigate the adverse impact.

6.2 Section 17 – Crime and Disorder Act

6.2.1 The NRO is working hard to help address the issues of social exclusion, one of the key triggers for crime and disorder. The NRO provides services that are accessible to local people, encourage participation in cultural activities by people who are at risk of offending, engage offenders through a range of cultural projects, assist schools in improving pupil attainment and deliver opportunities to increase the number of people who are in education, employment or training. Through these and many other projects the NRO is using its resources to contribute towards reducing crime and disorder in Norfolk.

7 Risk assessment

7.1 The main risks and issues associated with these proposals have been highlighted in Sections Three and Four, and Appendix A.

8 Action Required

- 8.1 Members of NROC are asked to consider and comment on the following:
- a. The revised service and financial planning context and assumptions
 - b. The revised spending pressures and savings for Norfolk Record Office

Officer Contact

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

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

Robert Ginn 01603 223182 robert.ginn@norfolk.gov.uk



If you need this report in large print, audio, Braille, alternative format or in a different language please contact Jill Blake, Tel: 0344 800 8020, Textphone 0344 800 8011, and we will do our best to help.

		Risk Rating (R/A/G)	2014-15 £'000	% of 2013/14 Budget %
	Opening 2013/14 Budget		1,395	
Ref	ADDITIONAL COSTS			
	Basic Inflation - Pay (1% for 14-15)		8	0.6
	Basic Inflation - Prices (agreed items and contracts)		11	0.8
	Sub Total Additional Costs		19	(1.4)
Ref	BUDGET SAVINGS			
8	Salaries – Restructuring in Records Office	Amber	(70)	(5.0)
9	Salaries – close Norfolk Record Office on Saturday mornings	Amber	(12)	(0.9)
9	Supplies & Services – Norfolk Record Office share of Administrative Efficiencies	Amber	(27)	(1.9)
9	Support Services – Energy Savings in Records Office	Amber	(20)	(1.4)
20	Income – Increased Income Generation for Norfolk Record Office	Red	(30)	(2.2)
20	Income – Develop Community and Commercial Links for Norfolk Record Office	Red	(30)	(2.2)
	Sub Total Savings		(189)	(13.5)
	Proposed 2014/15 Budget		1,225	87.8
	NET CHANGE		(170)	(12.2)

Norfolk Record Office

Changes to Opening Hours at Norfolk Record Office: The Archive Centre

A report by the County Archivist

Executive Summary

This report provides additional information to members on the options available to reduce budget costs by changing the opening hours of the Norfolk Record Office. It presents information on the Norfolk Record Office at The Archive Centre closing on a Saturday including the results of the public consultation and adds additional information on opening one evening a week.

Action Required

The Norfolk Records Committee is asked to consider and comment on the information in the report and to resolve (subject to the County Council budget proposals being approved on Feb 17th 2014) that:

- 1) The Norfolk Record Office: The Archive Centre should:
 - 1a)
 - Close on Saturday mornings after 1 April 2014
 - 1b)
 - Open until 7pm for one evening per week starting in the week of 1 April 2014 with Thursday being the proposed evening to open
- 2) These arrangements will be on a trial basis for 12 months and will be reviewed at the January 2015 meeting of the Norfolk Records Committee.

1. Introduction

- 1.1 As part of the plans to deliver budget savings for the Norfolk Record Office, a proposal has been put forward that the Norfolk Record Office at the Archive Centre ceases to open on Saturday mornings. This proposal was included in the Norfolk County Council public consultation which closed on 12 December 2013.

1.2 At the 22 November meeting of the Norfolk Records Committee it was resolved that further consideration would be given to opening the service for one evening per week as an alternative to opening on Saturdays.

1.3 This report:

- Provides the additional information from the public consultation
- Identifies savings from elsewhere in the NRO budget to fund opening one evening per week
- Examines the options for which evening would be best for late opening.

2. Results of Public Consultation

2.1 The results of the consultation, as compiled on 16 December, showed that of 190 responses, 107 (56.32%) supported the proposal to close on a Saturday morning, 60 (31.58%) were against and the remaining 23 (12.11%) were unclear.

2.2 Most of the 190 responses came via the electronic survey (181 out of 190) and the majority answered in their capacity as a 'member of the public' (152). More men than women responded (where given, 95 men, 84 women). The highest proportion of responses was received from people aged between 45 and 64 (102).

2.3 The main issue which emerged was that people felt that the Record Office would not be accessible to those who worked normal office hours.

3. Costs of Opening One Evening Per Week

3.1 The cost of opening on Saturday mornings is £12,000 per annum. This has been identified as one of the cost savings in the 2014-15 budget. The cost of opening one evening per week instead will require an additional saving to be made elsewhere in the budget of £1000.

3.2 The addition saving can be made in the 2014-15 budget by reducing materials and equipment purchases by £500 each.

4. Consideration of Evening to Open

4.1 Below is a brief analysis of some of the advantages and disadvantages of opening on different evenings.

- 4.1.1
- Monday: Often clashes with bank holidays thereby reducing

evenings available.

- 4.1.2 • Tuesday and Wednesday: Possible clashes with football matches at Carrow Road.
- 4.1.3 • Thursday: Late night shopping in Norwich thereby affording couples the opportunity of one using the NRO whilst another visits the town centre.
- 4.1.4 • Friday: Unlikely to be desirable amongst users.

4.2 On this brief analysis it appears that Thursday evening would be the preferable evening for late opening.

5. Resource implications

5.1 The additional costs of opening one evening per week have been met by increasing the reductions in other areas of the NRO budget.

6. Other Implications

6.1 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.

7. Equality Impact Assessment (EqIA)

7.1 Although a reduction in the level of service, by closing on a Saturday, would have a negative impact on accessibility, this would not more adversely affect one group than another based on disability, gender, race, religion and belief, and sexual orientation. However, those of working age are more likely to be adversely affected. This would be partly alleviated by opening until 7pm one evening instead.

7.2 Consultation with staff has begun and efforts will be made to meet the needs of staff who may have problems with working until 7pm.

8. Section 17 – Crime and Disorder Act

8.1 There are no direct implications for Crime and Disorder within this report.

9. Conclusion

- 9.1 The most significant savings can be made by closing the Archive Centre on Saturdays. This, however, reduces out of office hours access to the service and will impact on a small number of people. Any other option would require savings to be made from elsewhere in the budget.

10. Recommendation or Action Required

- 10.1 The Norfolk Records Committee is asked to consider and comment on the information in the report and to resolve (subject to the County Council budget proposals being approved on Feb 17th 2014) that:
- 10.2 The Norfolk Record Office: The Archive Centre should:
- 10.2.1
- Close on Saturday mornings after 1 April 2014
- 10.2.2
- Open until 7pm for one evening per week starting in the week of 1 April 2014 with Thursday being the proposed evening to open.
- 10.3 These arrangements will be on a trial basis for 12 months and will be reviewed at the January 2015 meeting of the Norfolk Records Committee.

Officer Contact

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

Gary Tuson
County Archivist,
Norfolk Record Office
The Archive Centre, Martineau Lane
Norwich, NR1 2DQ
Tel: 01603 222599
Email: gary.tuson@norfolk.gov.uk

NORFOLK RECORDS COMMITTEE

3 January 2014

Item no 8

Norfolk Record Office

Improvements to Archival Storage

A Report by the County Archivist

Executive Summary

This report provides information on the options available to provide the space required by the Norfolk Record Office to continue to take accessions.

Action Required

The Norfolk Records Committee is asked to consider and comment on the options for providing the required space and to approve the use of reserves to fund the recommended action.

1 Introduction

1.1 The Norfolk Record office is running out of archival storage space. It is estimated that within three years all the remaining standard shelf space in the strongrooms will be occupied. Without further action this means that by the end of 2017 the Norfolk Record Office would:

- 1.1.1 • Be unable to accept significant additional deposits
- 1.1.2 • Lose revenue it generates through the renting of storage

2. Background

2.1 As part of the design process for The Archive Centre its Collection was surveyed and an estimate was made of future expansion requirements for the next 15 years.

2.2 Any calculation of future expansion requirements is, at best, an estimate based on the information available at the time. The numerous variables involved mean that such estimates have a wide margin of error.

2.3 However, on the whole, the estimates made for The Archive Centre have

proven to be commendably robust, with storage capacity available for another three years. However, one significant variable is the proportion required for each type of storage when the racking system is designed. It is in this area where the levels of accumulation have outstripped expectations and there is a particular need for additional space.

- 2.4 There is also a need to improve access to shelving in the strongrooms and upgrade the existing environmental monitoring system. The costs of this are included in the proposed project budget, but only options which do not require additional storage outside of the current accommodation block would benefit from these upgrades. Therefore, these costs have not been included within the financial evaluation.

3. Objectives

- 3.1 Whilst the main considerations in deciding on the best course of action to take are likely to be financial, it is important that any solution chosen does not present a risk to the Collection or seriously reduce the level of service provided by the Norfolk Record Office. Therefore, alongside the financial appraisal a simple qualitative evaluation has also been carried out based on:

- 3.2
 - Ability to take new accessions until 2022

- 3.2.1 The NRO Collecting Policy, approved by the Norfolk Records Committee in January 2012, states that:

The Norfolk Record Office is the only public archive service in the county of Norfolk. It collects and preserves records of historical significance relating to all aspects of the county of Norfolk and makes them available to as many people as possible.

- 3.2.2 Without the ability to take new accessions the NRO will be unable to fulfil its essential cultural, legal and democratic function. This would prevent the Record Office supporting local authorities in meeting the records requirement of the 1972 Local Government Act as detailed in guidance issued by the Department for the Environment, Transport and the Regions in 1999.

- 3.2.3 Based on past accrual rates, estimated at an average of 30 m³ per annum, this would require 240m³ of additional shelf space for accrual over the next eight years.

- 3.3
- Risk to the Collection.
- 3.3.1 This considers any hazards to the preservation of archives presented by each option.

- 3.4
- Impact on users

The Standards of Service agreed by the Norfolk Records Committee in January 2013 include provision that catalogued records requested by researchers should be produced within 30 minutes of the next production time.

4. Options

- 4.1 The options considered are:

1. Do nothing
2. Extend existing building
3. Secure additional offsite storage
4. Reduce storage requirement
5. Optimise current use of space

4.2 Do Nothing

- 4.2.1 This option has been eliminated as it would fail to meet the first objective.

4.3 Extend existing building

- 4.3.1 Extension of the existing building would provide the space required for future accessions; if constructed to the relevant archive standards it would provide for the preservation of the Collection and it would also provide access to researchers within the required standard of service.

4.4 Secure additional offsite storage

- 4.4.1 This would enable the NRO to take additional accessions, however, unless specialist storage was secured, it is unlikely to meet the standards required for the preservation of archives. The archives stored there would not be available, on demand, for consultation in the searchroom and, when required, would have to be transported thereby increasing the risk of loss or damage.

- 4.4.2 Some of this could be attenuated by only storing records offsite where there is a surrogate available. However, these records may still be

required for checking of entries which cannot be read on the surrogate or for conservation work.

4.5 Reduce storage requirement

4.5.1 Upon accession, records are normally appraised before passing to archive storage. This is an important feature of preservation as it ensures that resources are spent only on records suitable for permanent retention. However, it has not always been possible to carry out this appraisal and some collections will have been stored without this work being completed.

4.5.2 It is essential that appraisal work is carried out in a well-managed and organised way. Collections need to be analysed, guidelines have to be developed and resources need to be targeted so that there is a significant rate of return on work. This work has the knock on effect on post appraisal access as collections are easier to catalogue and search.

4.5.3 It is estimated that this work could result in a space saving of between 20 and 30m³.

4.6 Optimise current use of space

4.6.1 This can be achieved in two ways:

4.6.2

- Maximising the use of strong room footprint by adding shelves. A survey of the strongrooms has indicated that an additional 90m³ could be added to storage capacity in this way.

4.6.3

- Ensuring the full capacity of shelves is maximised.

This would require items to be moved to more suitable storage formats once new shelving has been added so that space is used as efficiently as possible. It is estimated that this could provide an additional 30-40m³ of storage space.

4.6.4 Additional storage capacity created in this way would also make use of the good existing environmental conditions in the strongrooms.

5. **Qualitative Evaluation Conclusions**

- 5.1 It is apparent that the required expansion space can be delivered in three ways:
- 5.1.1 Action 1: Construction of an extension to the existing storage block
- 5.1.2 Action 2: Rental of external storage
- 5.1.3 Action 3: A combination of maximising the use of existing shelves and strongroom footprint along with assessment of un-appraised collections.

6. Financial Appraisal

6.1 Action 1: Construction of Extension

- 6.1.1 To provide the necessary 240m³ of storage would require an extension of around 350 square metres. The cost of constructing such a building is approximately £2,500 per m².
- 6.1.2 Total construction cost (excluding life cycle costs): £875,000

6.2 Action 2: Rental of Offsite Storage

- 6.2.1 An initial rental would be required after Year 3, over the span of eight years this would result in a total rental, based on £250 per cubic metre per annum, of £112,500. The Net Present Value of this over eight years would be £89,526 – although costs would continue year on year after this.

6.3 Action 3: Combined solution to maximise existing storage

- 6.3.1 It is estimated that the 240 m³ required could be delivered by:

Additional shelving	90
Available box space	100
Assessment of un-appraised collections	20
Reorganisation of existing storage	30
<u>Total</u>	<u>240</u>

- 6.3.2 The costs of this option would be:

Additional shelving	£21,549
Appraisal work	£29,000

Reorganisation of storage	£20,775
Conservation Materials	£5,000
Total	£76,324

7. Risk and Sensitivity

- 7.1 The most significant change which may occur is that the records of civil registration are deposited in the NRO. It is estimated that these would take up approx. 100m³ of storage space. This would reduce the period during which expansion space is available from eight years to five years.
- 7.2 The significant risk is that the calculations of space saving resulting from Options 1 and 2 above are not achieved. To reduce this risk the lower estimates of space savings have been used in this analysis.

8. Resource implications

- 8.1 Continuing to collect archives is central to the role of the Norfolk Record Office. The recommended option would maximise the use of existing resources whilst reducing pressure to increase revenue budgets. It would be funded from existing reserves.

The total cost would be:

Additional shelving	£21,549
Appraisal work	£29,000
Reorganisation of storage	£20,775
Conservation Materials	£7,000
Improved access equipment	£6,000
Improved environmental monitoring system	£6,000
Total	£90,324

9. Other Implications

- 9.1 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.

10. Equality Impact Assessment (EqIA)

- 10.1 This would not more adversely affect one group than another based on

disability, gender, race, religion and belief, and sexual orientation.

11. Section 17 – Crime and Disorder Act

11.1 There are no direct implications for Crime and Disorder within this report.

12. Conclusion

12.1 Action One is the clearly the most expensive option to meet the objectives and, on this ground, is has not been subject to more detailed financial evaluation.

12.2 Action Two would provide the space required and the costs are similar to those of Option 3 over eight years. However, it would not deliver the same benefits as Options One and Three and, unless items were moved, costs would continue beyond Year 8.

12.3 Action Three would create the required expansion space; deliver the project benefits and represents best value for money. It is, therefore, the recommended action.

13. Recommendation or Action Required

The Norfolk Records Committee is asked to consider and comment on the options for providing the required space and to approve the use of reserves to fund Action 3.

Officer Contact

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

Gary Tuson
County Archivist,
Norfolk Record Office
The Archive Centre, Martineau Lane
Norwich, NR1 2DQ
Tel: 01603 222599
Email: gary.tuson@norfolk.gov.uk