



Norfolk Record Office

NORFOLK RECORDS COMMITTEE

Date: **Friday, 28 July 2023**
Time: **10:30am**
Venue: **Council Chamber, County Hall, Martineau Lane,
Norwich NR1 2DH**

Membership

Cllr Michael Chenery of Horsbrugh
Cllr Robert Kybird
Cllr Sue Sands
Cllr Kathryn Cross
Cllr Phillip Duigan
Cllr Saul Penfold

Substitute: vacancy

Substitute; Cllr Liz Withington

Cllr Simon Ring

Substitute: Grant Nurden

Cllr Jo Bailey
Cllr Alison Birmingham
Cllr Rachel Everett

Cllr Michael Jeal

Cllr Ben Price

Substitute: Cllr Marion Maxwell

Norfolk County Council
Breckland District Council
Norwich City Council
South Norfolk District Council
Norfolk County Council
North Norfolk District Council
King's Lynn & West Norfolk
Borough Council
Broadland District Council
Norfolk County Council
Norwich City Council
Great Yarmouth Borough
Council
Norwich City Council

Non-Voting Members

Vacancy
Lady Dannatt
Dr G. Alan Metters
Dr Victor Morgan
Prof. Carole Rawcliffe
Revd. Charles Read
Mr Alan Steynor

Co-opted Member
Custos Rotulorum
Representative of the Norfolk Record Society
Observer
Co-Opted Member
Representative of the Bishop of Norwich
Co-opted Member

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

Tim Shaw on 01603 222948
or email committees@norfolk.gov.uk

Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and members of the public may watch remotely by clicking on the following link: [Norfolk County Council YouTube](#)

We also welcome attendance in person, but public seating is limited, so if you wish to attend please indicate in advance by emailing committees@norfolk.gov.uk

We have amended the previous guidance relating to respiratory infections to reflect current practice but we still ask everyone attending to maintain good hand and respiratory hygiene and, at times of high prevalence and in busy areas, please consider wearing a face covering.

Please stay at home if you are unwell, have tested positive for COVID 19, have symptoms of a respiratory infection or if you are a close contact of a positive COVID 19 case. This will help make the event safe for attendees and limit the transmission of respiratory infections including COVID-19.

A g e n d a

- 1. To receive apologies and details of any substitute members attending.**
- 2 Election of Chair**
- 3 Election of Vice-Chair**
- 4 Minutes**
To confirm the minutes of the meeting of the Norfolk Records Committee held on 14 April 2023
- 5 Members to Declare any Interests**

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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.

- 6 Finance and Risk** **Page 8**
Report by the Director of Culture and Heritage
- 7 Norfolk Records Office Service Plan** **Page 15**
Report by the Director of Culture and Heritage
- 8 Future Meetings:**
- | | |
|------------------------|-----------------|
| 27 October 2023 | 10.30 am |
| 2 February 2024 | 10.30 am |
| 19 April 2024 | 10.30 am |

Tom McCabe
Chief Executive
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 20 July 2023.



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Norfolk Records Committee

Minutes of the Meeting held on 14 April 2023 at 10.30 am at County Hall Norwich

Present:

Norfolk County Council

Cllr Michael Chenery of Horsbrugh (Chair)

Cllr A Birmingham

Cllr P Duigan

Borough Council of King's Lynn and

West Norfolk

Cllr E Nockolds

Norwich City Council

Cllr B Price

North Norfolk District Council

Cllr V Gay

Broadland District Council

Cllr G Nurden

Breckland District Council

Cllr R Kybird (Vice-Chair)

Non-Voting Members

Representative of the Bishop of

Norwich

Rev'd C Read

Representative of the Norfolk Record Society

Dr G A Metters

Observer

Dr V Morgan

1A Opening remarks by the Chair --Former County Councillor Barry Duffin

The Chair asked Members of the Committee to hold a minute's silence, for the sad passing of Barry Duffin, Councillor for West Depwade, who died on Easter Sunday following an accident. Barry was an active member of the Records Committee. He also served on the Joint Museums Committee, Norse and other Committees and had recently been appointed Vice Chair of Corporate Select Committee. Known for his hard work and commitment Barry was respected and liked by colleagues across the wide political spectrum; he would be missed.

1B To receive apologies and details of any substitute members attending

Apologies for absence were received from Cllr Julie Brociek-Coulton, Cllr V Thomas, Cllr M Jeal, Lady Dannatt, Cllr M Jeal, Prof. C Rawcliffe and Mr A Steynor.

2 Minutes

2.1 The minutes of the meeting held on 3 February 2023 were confirmed as an accurate record of the meeting and signed by the Chair.

3 Declarations of Interest

3.1 The Chair declared an "other interest" as a trustee of NORAH (Norfolk Archives and Heritage Development Foundation).

4 Finance and Risk

4.1 The Committee received a report that covered the Norfolk Record Office revenue budget for 2022/23, capital programme and reserves and provisions and an update on the service risk register.

4.2 The following points were discussed and noted:

- The Record Office was currently forecast to achieve a balanced budget position.
- The Risk Register contained six key risks: one had a red risk rating, four amber and one green. The red rated risk (RM13959) related to a loss or reduction of funding, including that from income generation which accounted for around 30% of the service's funding. Measures have been introduced ensure that this income generation was maintained and, where possible, increased.
- Reserves and provisions were as set out in paragraph 1.3 of the report.
- In reply to questions, it was pointed out that the Norfolk Record Office had comparatively high levels of income generation and the potential to generate additional income was limited.

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

- 1. Forecast position of the revenue budget, reserves, and provisions.**
- 2. Management of risk for 2022/23.**

5 Performance Report

5.1 The Committee received a report by the County Archivist that outlined delivery of Norfolk Record Office (NRO) services and improvements made between 1 October 2022 and 10 March 2023.

5.2 The following points were discussed and noted:

- The County Archivist explained the wide range of work that continued to be done to make the Norfolk Record Office more accessible to new audiences.
- It was pointed out that staff had started working with men from HMP Norwich on the Norfolk iteration of the Change Minds project. There were many additional aspects to the running of a project of this kind in a prison setting.
- Other activities had included staff putting on the first in-person Deciphering Old Handwriting course since lockdown, which began in January. Ten people signed up to the course.
- Staff had also provided training to volunteers on several projects. These include 4 training sessions for volunteers on the Mile Cross 100 project, celebrating the 100th anniversary of Britain's oldest purpose-built social housing estate.
- A Councillor highlighted the support that volunteers provided to the Record Office in the King's Lynn area and the work being done to encourage more volunteers to come forward to help support all the heritage sites in King's Lynn.
- The County Archivist reminded Members that at the previous meeting they had received a report on public access to the service which included a proposal to reduce opening hours by closing the searchroom on a Friday and part-compensating for this by opening half an hour earlier (at 9.30) on

Tuesday to Thursday. The County Archivist said that many of the NRO's regular users had expressed concern about these changes, in particular the impact it would have on those wanting to spend an extended period using the NRO. Whilst the NRO still needed to deliver the budget savings it had started a six-month trial to see if it could meet the concerns of its users. During this trial, the NRO would open from 10am to 4pm on Fridays for users who had pre-ordered documents. Microfilms would not be available on the day but would be accessible at the Norfolk Heritage Centre. In reply to questions, the County Archivist said that during the trial the demand for documents would be closely observed to see if the number of documents that could be requested should be increased. Members welcomed the start of the trial and asked to be kept informed of developments at their next meeting.

5.3 The Committee CONSIDERED and COMMENTED on the contents of the report and the actions taken by the Record Office to provide a service during the period between 1 October 2023 and 10 March 2023.

6. Storage Project Options Appraisal

6.1 The Committee received a report that considered an options appraisal of the potential solutions to issues surrounding storage of the NRO's growing collection, long-term preservation of documents and public access. The Committee assessed a list of potential solutions against a defined set of benefits which the project aimed to deliver.

6.2 After carefully considering the available options, the Committee was of the unanimous opinion that Option 4 (Build an Extension to Existing NRO Storage Based on Passive Principles) was the preferred solution. This option envisaged an extension to the existing Record Office constructed with high thermal inertia and high air tightness along with minimal intervention in the internal environment and assumed that only paper archives would be stored in it. Another key component of this option's success was the role of the Collection which itself acted as a buffer; therefore, the store needed to be filled with fully packaged archives. This option provided the required internal environments with a much lower carbon impact than the use of air conditioning.

6.3 The next step in the appraisal process was for the County Archivist to consider potential funding options and report back on this aspect of the project to a future meeting. It was noted that a Record Office extension would be outside the scope of lottery funding.

6.4 The Committee CONSIDERED and COMMENTED on the contents of the report and on a show of hands unanimously supported taking forward the recommended option 4 as set out above.

7 Future Meetings

7.1 The dates of future meetings were noted:

28 July 2023	10.30 am
27 October 2023	10.30 am
2 February 2024	10.30 am

19 April 2024

10.30 am

8 Chairman's concluding remarks

- 8.1** The Chair placed on record thanks to those members who were not standing for re-election in the forthcoming District Council elections (including Cllr Elizabeth Nockolds and Cllr Virginia Gay who were long serving Members of the Committee).

The meeting concluded at 12.10 pm

Cllr Michael Chenery of Horsbrugh, Chair of the Committee



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Norfolk Records Committee

Item No: 6

Decision making report title:	Finance and Risk
Date of meeting:	28 July 2023
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

Executive Summary

This report covers the NRO revenue budget for 2023/24, capital programme and reserves and provisions. Section 2 provides the Committee with an update on the service risk register.

The main issues for consideration by this Committee are:

- Progress with NRO Revenue budgets and Reserves and Provisions indicates that the service is forecasting a balanced position.
- Progress with risk management for NRO.

Recommendations:

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

- 1. Forecast position of the revenue budget, reserves and provisions**
- 2. Management of risk for 2023/24**

1. Revenue Budget

- 1.1. The outturn for 2022/23 was £676,365, which resulted in a £685 underspend.
- 1.2. The budget for 2023/24 is £696,040 and is summarised in the table below. Within this budget a £27,000 saving. These have been identified as coming from staff savings which have been achieved through management of staff vacancies and a reduction in searchroom opening hours.

Service	Current budget £	2023/24 forecast Outturn £	Forecast +Over/ Underspend £
Salary	819,400	819,400	0
Premises	4,470	4,470	0
Travel	2,250	2,250	0
Supplies & Services	48,340	48,340	0
Support Services	1,470	1,470	0
Capital	318,580	318,580	0
Income			
Grant Income	(56,290)	(56,290)	0
Sales fees and Charges	(250,450)	(250,450)	0
Other Income	(191,730)	(191,730)	0
Total	696,040	696,040	0

- 1.3. We are currently forecasting a nil over / under-spend on the 2023/24 revenue budget.

2. Reserves and Provisions

2.1. The table summarising the position appears below.

Reserves and Provisions	Balances at 01Apr 23	Forecast Balance at 31 Mar 24	Planned Change
	£	£	£
Norfolk Record Office			
Residual Insurance and Lottery Bids	80,886	80,886	0
Unspent Grants & Contributions Reserve	29,191	29,191	0
Service Total	110,077	110,077	0

3. Risk Management

3.1. 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 previous meeting. A summary of the Risk Register based on the most recent reviews appears at Appendix A. All risks are being well managed.

3.2. The Register contains six key risks: one has a red current risk rating of read four amber and one green. The latter (RM14167) relates to emergency planning and is kept on the risk register to highlight its importance.

3.3. The red rated risk (RM13959) relates to a loss or reduction of funding, including that from income generation which accounts for around 30% of the service's funding. Measures have been introduced ensure that this income generation is maintained and, where possible, increased. This leaves a residual risk for the year rated as amber.

3.4. The remaining risks are rated as amber

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

5.1. There are no other documents to refer to.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

Officer name : Finance Business Partner **Tel No. :** 01603 306305

Email address : thomas.galer@norfolk.gov.uk

Officer name : Gary Tuson, County Archivist **Tel No. :** 01603 222003

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



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Appendix

Risk Number	RM13959	Date of update	17 March 2023			
Risk Name	Loss of or reduction in funding means that there are insufficient staff to operate public remote services.					
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 could lead to a reduced capacity to deliver the service and generate income, meet legal targets for provision of services, and infringe National Lottery Heritage Fund conditions of grant.						
Original		Current			Target	
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Prospects of meeting Target Risk Score by Target Date
5	5	25	5	4	20	Target Date Mar-23 Amber
Tasks to mitigate the risk						
Metadata on wills and marriage licences to be shared with family history websites with link to online ordering. Link to be added to catalogue template.						
Progress update						
Metadata live on one family history website in Nov 2022. Another to go live in autumn 2023 Links added to NRO catalogue pages						

Risk Number	RM13963	Date of update	17 March 2023			
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	Prospects of meeting Target Risk Score by Target Date
2	3	6	4	3	12	Target Date Mar-27 Amber
Tasks to mitigate the risk						
Options appraisal to determine best way of meeting long-term storage needs. Assessment of collections continuing to identify materials which do not meet collection policy.						
Progress update						
Collections survey and data analysis complete Options appraisal being presented to Records Committee on 14 April 2023.						

Risk Number	RM14165		Date of update	17 March 2023						
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 manage digital records in line with the OAIS model and emerging national and international standards.										
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-23	Amber
Tasks to mitigate the risk										
Procedures and tools in place to enable digital deposits to be ingested and managed										
Progress update										
Staff training continuing.										

Risk Number	RM14167		Date of update	17 March 2023						
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-23	Green
Tasks to mitigate the risk										
Disaster / emergency plan training to be rolled out										
Progress update										
New starters at Record Office trained in Emergency Plan procedures. Staff refresher course planned. This risk needs to be constantly managed.										

Risk Number	RM14345		Date of update	17 March 2023						
Risk Name	Discoverability of catalogue records does not always meet user needs									
Portfolio lead	Cllr. Margaret Dewsbury			Risk Owner	Gary Tuson					
Risk Description				Date entered on risk register	21 September 2022					
Catalogue data is created in line with archive standards but many users require lower level data (names, places, subjects etc.)										
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	3	12	4	3	12	3	3	9	Mar-23	Amber
Tasks to mitigate the risk										
Volunteer projects generating metadata Collaborative PhD Working with community archives Work with UEA										
Progress update										
Progress ongoing in all mitigation areas.										

Risk Number	RM14346		Date of update	17 March 2023						
Risk Name	Extent of catalogue as barrier to discovery									
Portfolio lead	Cllr. Margaret Dewsbury			Risk Owner	Gary Tuson					
Risk Description				Date entered on risk register	21 September 2022					
As more data is added to the catalogue there is a risk that users will not have the skills required to sort and search data										
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	3	12	4	3	12	3	3	9	Mar-23	Amber
Tasks to mitigate the risk										
Training and instruction provided in the forms of training videos available online and in-person training sessions; tips shared on social media; generation of authority records (names, places etc.) to enable alternative points of access										
Progress update										
Progress ongoing in all mitigation areas. Free training event in May 2023										

Norfolk Records Committee

Item No: 7

Report Title: Norfolk Record Office Service Plan

Date of Meeting: 28 July 2023

Responsible Cabinet Member: Cllr Margaret Dewsbury (Cabinet Member for Communities & Partnerships)

Responsible Director: Steve Miller, Director of Culture and Heritage

Is this a Key Decision? No

Recommendations:

- 1. That Committee notes and comments on proposed service plans and accepts the adoption of the Service Plan for 2023/4**

1. Background and Purpose

- 1.1** This report introduces the mission of the Norfolk Record Office (NRO) and how it sets out to advance these through a set of long-term aims. It then provides details of the 2023-24 NRO Service Plan.

The Norfolk Record Office Mission

- 1.2** The mission of the Norfolk Record Office (NRO) is to collect, preserve and make accessible archives relating to Norfolk.
- 1.3** Archives can be defined as the documentary by-product of human activity retained for their long-term value. They are contemporary records created by individuals and organisations as they go about their business and therefore provide a direct window on past events. They can come in a wide range of formats including written, photographic, moving image, sound, digital and analogue.

- 1.4 Archives are fundamental in not only maintaining the irreplaceable cultural and historical record of our county, but in upholding the rights of citizens and the operation of a democratic society

Collecting

- 1.5 The NRO collects archives from numerous sources, many regulated by legislation and its role as a Place of Deposit under the Public Records Acts. To retain this role, it is required to achieve Archive Service Accreditation under the scheme managed by The National Archives. Accreditation was last awarded in 2021. It is due for renewal in 2024 and full re-accreditation in 2027.
- 1.6 An important part of the professional duties of the NRO is the process of accessioning where the legal status and provenance of each deposit is recorded, and records are subject to appraisal to determine which records should be selected for permanent preservation. An important part of maintaining the evidential value of the Collection is the professional framework and code of ethics under which archivists operate.
- 1.7 The NRO also recognizes that all of Norfolk's archives are not, and cannot, all be included in its Collection. As such it recognises its role as a key stakeholder in archive activities in the county and has run projects supporting community archives across the county.
- 1.8 Every year the NRO receives more than 20 cubic metres of archives along with a growing amount of born digital records. These come from many sources including local authorities such as county, district and parish councils, and drainage boards; public records creators such as coast guards, magistrate and coroners' courts, and hospitals; places of worship, business, charities, estates and many more. The NRO Collection currently amounts to nearly 3000m³.

Preserving

- 1.9 The NRO Collection is Norfolk's long-term memory bank stretching back nearly 1000 years. As present-day custodians of this unique resource, the NRO has a duty to future generations that it remains in accessible for centuries to come. Therefore, long-term preservation is at the core of the NRO mission.
- 1.10 The NRO Collection Care Policy contains the four areas of activity which ensure that this objective is achieve:
- i. Minimising the risk of immediate loss. This includes fire protection, security and emergency planning
 - ii. Reducing risk to documents when they are in use. This includes document handling and provisions for access to documents which

require professional handling by conservators to make them accessible.

- iii. Conserving damaged documents. This covers the repair to recognized international standards of archives.
- iv. Storing documents in conditions suitable for their preservation. This has the greatest impact on the long-term preservation of the Collection and covers micro-environments (the materials used to package and protect archives) and the macro-environments (the temperature, air quality and humidity levels in strongrooms.)

Making Accessible

- 1.11 Apart from some exceptions relating to data protection and poor condition, the whole of the NRO Collection is publicly accessible to users. Access to the public searchrooms in Norwich and King's Lynn is free. The searchroom is and will remain a key component of access for the foreseeable future.
- 1.12 Digitization has a role in the NRO's access provision but with the extent of the Collection it will remain a contributing element. The NRO makes digital images available through contracts with family history websites, through its catalogue (for example, some of the core series from the King's Lynn Borough Archive) and through project (for example, the 2nd Air Division Digital Archive and sound archives through the British Library Unlocking Our Sound Heritage partnership).
- 1.13 The role of metadata (catalogues, indexes etc.) in improving access is of central importance. The NRO catalogue sits between the user and the Collection; the more data it contains, the better the chance of all researchers finding something of use. At the start of May 2023, the database containing the NRO catalogue had 1,956,580 rows of data.
- 1.14 Whilst archive staff carry out ISAD-G (the International Standard for Archive Description – General) compliant cataloguing, the detail this provides is often not sufficient for the general users. Therefore, the volunteer programme of detailed cataloguing is an important component of improving access.
- 1.15 Another component of making archives accessibility is the NRO's Education, Outreach and Wellbeing work. A programme of school and children's activities, lifelong learning events and mental wellbeing projects introduces new audiences to the Collection, provides skills development and its use, and realised the some of the benefits of using archives to explore the past.

3 Norfolk Record Office Long-Term Strategy

3.1 Each year, through its Service Plan, the NRO seeks to progress these six strategic aims. These are:



Fig 1: NRO Long-Term Aims

Enable NRO to Continue Receiving Accessions

3.2 In the NRO's 2022 Archive Service Accreditation assessment the criteria for Accommodation were assessed as "Partially Met." This was because of the need to plan storage for Collection growth beyond the 2027 date at which it is predicted that the NRO's strongrooms will be full. Further to this, an Options Appraisal was presented to the Norfolk Records Committee in April 2023. The Committee adopted a recommendation of a preferred option to progress: building an extension to the existing premises as a passive paper store.

Support Norfolk's Archive Ecology

- 3.3 The NRO aims to support the skills and sustainability of community archives in Norfolk. In recent year, to promote this aim, it has delivered two Community Archives conference, the National Lottery funded Community Archives: Skills, Sustainability and Support project (CA:SSS), and Norfolk Archives and Heritage Development Foundation (NorAH) funded training in King's Lynn and Norwich along was a Community Archives Fair at the Forum in Norwich in April 2023. One outcome of the CA:SSS project was a Community Archives toolkit on the NRO website which includes training videos, cataloguing templates, and guidance on preservation, documentation and interpretive planning.

Enable Discover of Information from Archives

- 3.4 Searchable and shareable information on the archives the NRO holds - often referred to as metadata – is at the heart of discovery. More and better structured metadata means easier and more widespread access to the Collection. For example, since indexes to patients in some of the St Andrews Hospital (SAH) Case Books have been added to the NRO Catalogue, 27 orders have been received for digital copies with an income of £530. These have included orders from France, Australia and Canada.

Ensure Archives are Accessible Now and in the Future

- 3.5 Archives come in many formats, analogue and digital. All have their own preservation challenges. As well as the measures outlined above, the NRO uses conservation-staff skills to make fragile documents, unsuitable for production in the searchroom, accessible. A details collection survey undertaken for planning a long-term storage strategy, revealed that this support means that we can provide access to a further 8.3% of the Collection.
- 3.6 The NRO is also developing its skills and systems for dealing with born-digital archive. The accession rate for digital records is at a relatively low level at present; however, it is anticipated that this will rise significantly over the next decade.

Enable New Audiences to Benefit from the Use of Archives

- 3.7 Archives have myriad uses and can provide significant educational, cultural, economic, legal and wellbeing benefits to their users. However, archive services can often be perceived as academic institutions for “serious” researchers. Clearly this is not the case. Therefore, it is important to demystify the service by engaging with people of all ages. Sometimes by developing skills, at others through direct, mediated use of the collection. One area where the latter has been developed in recent years is through using archives to improve mental wellbeing. Of particular

note in this area is the Change Minds project where the NRO is currently working on Scaling Up Change Minds. This a National Lottery Heritage Fund supported project which is enabling other archives across the UK to run their own versions of the Change Minds project developed in Norfolk.

Provide an Economically and Environmentally Sustainable Service

- 3.8 In order to provide an economically sustainable service, over the last decade the NRO has developed its income generating activities. It now generates around 30% of its revenue. This income comes from a range of activities which relate to the NRO's core mission. These include licencing to family history websites; issuing of copy birth, death and marriage certificates; digital reprographics; provision of professional services; and the sale of archival boxes.
- 3.9 The NRO also has a partner charity, the Norfolk Archives and Heritage Development Foundation (NorAH). The chair of the Norfolk Records Committee acts as an *ex officio* trustee of NorAH.

NorAH raises money to support its object of:

Advancement of education for the public benefit, in the history of Norfolk by working in conjunction with the Norfolk Record Office and its partner organisations, in particular but not exclusively by funding;

(a) The acquisition, preservation and processing of records and printed materials worthy of permanent retention so they can be made accessible to the public by the Norfolk Record Office and its partner organisations,

(b) Projects and activities which engage different audiences with records and printed materials worthy of permanent retention.

- 3.10 Since it was founded in 2016, NorAH has issued grants with a total value of £55,497. These have included grant to the NRO, the Girl Guides, Change Minds, community archives and the Norfolk Heritage Centre.
- 3.11 In terms of environmental sustainability, in 2023 the NRO is going through a decarbonization programme which will see all its building services electrified. The NRO has also, through the close monitoring of its storage environments, significantly reduced its energy consumption by cutting the running hours of its air conditioning and adopting seasonal targets for temperature and humidity.
- 3.12 The NRO's long-term storage strategy is centred on managing its Collection so a low-energy solution can be provided for paper. This would

deliver both environmental and economic benefits over the life of the building.

4 Contribution of Norfolk County Council Objectives

- 4.1 In delivering these aims, the NRO helps Norfolk County Council reach its corporate aims. Examples of how these contribute to the Better Together Strategy are detailed below.

Vibrant and Sustainable Economy

- 4.2 Attracting inward investment – SUCM, NAT 100 – Lottery Grants
Skills – Education, Outreach and Wellbeing programme
Development of charitable support for archives through NorAH

Better Opportunities for Children and Young People

- 4.3 Change Minds for Young People in King's Lynn
Education and Schools programme

Healthy, Fulfilling and Independent Lives

- 4.4 Volunteering Programme
Education, Outreach and Wellbeing Programme

Strong, Engaged and Inclusive Communities

- 4.5 Support and development for Community Archives
Access to information required for citizenship, identity and rights
Access to information on for academic and personal interest research

Greener, More Resilient Future

- 4.6 Managing collection to develop greener ways of delivering long-term preservation of archives.

5 2023-24 Service Plan

This Service Plan lays out actions the NRO will be taking to achieve its long-term aims over the current financial year.

A	Goal:	Enabling New and Wider Audiences to Benefit from the Use of Archives		
	Strategic Objectives	Actions	Owner	Level funded from
A1	Develop skills and attract new audiences. Realise educational and wellbeing benefits of using archives	Deliver programme of 200 outreach, wellbeing and education activities for: <ul style="list-style-type: none"> • Schools • Lifelong Learners • Groups • Norfolk and Low Countries Conference 	Education and Outreach Officer	Revenue Budget
		Complete Scaling Up Change Minds project and plan for next stages in national rollout	County Archivist	External Funding
A2	Provide opportunities that promote access and preservation and provide volunteers with skills and wellbeing benefits.	Volunteer programme developed and implemented with 2000 hours of volunteer time. To include cataloguing of: <ul style="list-style-type: none"> • Building Regulation Plans • St Andrew's Hospital Case Books • Prisoner records 	Senior Archivist (Onsite Access and Volunteers)	Revenue
		Deliver training and publish posts from volunteer bloggers	Education and Outreach Officer	Revenue

		Deliver required stages of externally funded projects.	Partnership and Development Manager	
B	Goal:	Ensure Archives are Accessible Now and in the Future		
B1	Provide public access service on site	Maintain Search Room service for four days a week at NRO: The Archive Centre until review completed.	Senior Archivist (Onsite Access and Volunteers)	Revenue
		Provide Search Room service in at Norfolk Record Office: King's Lynn Borough Archives for 4 days per week	Partnership and Development Manager	SLA
		Review Friday opening trial and implement changes	Senior Archivist (Onsite Access and Volunteers)	Revenue
		Maintain partnership with Norfolk Heritage Centre	Partnership and Development Manager	Revenue
B2	Provide alternative means of access to the Collection.	Provide remote enquiries, digital photography and paid search service with all enquiries responded to in line with levels of service	Remote and Support Services Manager	Revenue / Income
		Provide copy birth, death and marriage certificate within service standard times	Remote and Support Services Manager	Revenue / Income

B3	Conserve and preserve the NRO Collection	Conserve documents in line with conservation priority scheme	Senior Conservator	Revenue
		Strongroom conditions monitored and required environments maintained	Senior Conservator	Revenue
		Complete commercial conservation and preservation work	Senior Conservator	Income
		Complete conservation for externally funded projects	Senior Conservator	Income
B4	Develop Norfolk's Sound Archives	Maintain and develop Norfolk Sound Archive collection with completion of baseline survey and undertake paid commercial services	Partnership and Development Manager	Revenue
		Submit grant application for transfer of Electroacoustic Sound archive to NRO	Partnership and Development Manager	Revenue/Grant
C	Goal:	Enable the Norfolk Record Office to continue receiving accessions		
C1	Advance long-term storage plans	Assess funding for preferred option	County Archivist	Revenue

		Trial systems for appraisal, packaging and move of archives	County Archivist	Revenue / Capital Funding
		Develop plans for fallback options	County Archivist	Revenue Capital
C2	Ensure that the Collection remains fit for purpose and relevant	Receive and process accessions in line with NRO standards and Collection Policy	Senior Archivist (Collection Management)	Revenue
		With the support of grants, purchase archives which fit with Collection policy	County Archivist	NorAH Funding
C3	Create the infrastructure and develop the skills required to deal with digital archives	Continue to develop digital preservation infrastructure and skills	Senior Archivist (Collection Management)	Revenue/ Grant Funding / Capital
D	Goal:	Enable the discovery of information from archives		
D1	Develop, improve and safeguard descriptive and collection management metadata	Import data from volunteer projects into catalogue with automated generation of access points	Senior Archivist (Collection Management)	Revenue

		Provide training to public on use of catalogue	Education and Outreach Officer	Revenue
E	Goal:	Support Norfolk's Archive Ecology		
E1	Develop skills and good practice across the county	Run NorAH Community Archives Fair	Education and Outreach Officer / Partnership and Development Manager	NorAH Funding
		Submit funding applications on behalf of NRO and NORAH	Partnership and Development Manager	Revenue
F	Goal:	Provide an Economically and Environmentally Sustainable Archive Service		
F1	Increase level of income generation	Maintain and increase levels of income generation by adding metadata to catalogue and reviewing charges	County Archivist / Remote and Support Services Manager	Revenue
F2	Support fundraising	Support the continued development of NORAH	Partnership and Development Manager	Revenue/ NorAH funding

1. Financial Implications

- 6.1 All costs associated with the delivery of the 2023-4 NRO Service Plan are accounted for in either the NRO revenue budget, grant funding or planned income generation

2. Other Implications

8.3 Equality Impact Assessment (EqIA) (this must be included):

No items in this report will have an adverse on effect on any person with protected characteristics as defined in the Equality Acct 2010.

3. Recommendations

- 1. That Committee notes and comments on proposed service plans and accepts the adoption of the Service Plan for 2023/4**

Officer Contact

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If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.