



Norfolk County Council

Norfolk Records Committee

Date: Friday, 11 January 2019

Time: 10:30

Venue: Green Room, Archive Centre, County Hall,

Persons attending the meeting are requested to turn off mobile phones.

Membership

Cllr D Bradford		Norwich City Council
Cllr J Brociek-Coulton		Norwich City Council
Cllr D Buck	<i>Substitute: Cllr S Dunn</i>	Broadland District Council
Cllr S Button		Norwich City Council
Cllr A Claussen-Reynolds		North Norfolk District Council
Cllr M Coleman		Great Yarmouth Borough Council
Cllr P Duigan (Vice-Chairman)	<i>Substitute: Cllr B Iles</i>	Norfolk County Council
Cllr R Hanton		Norfolk County Council
Cllr C J Kemp (Chairman)	<i>Substitute: Cllr M Gray</i>	South Norfolk District Council
Cllr R Kybird		Breckland District Council
Cllr E A Nockolds		King's Lynn and West Norfolk Borough Council
Cllr D Rowntree	<i>Substitute: Cllr M Sands</i>	Norfolk County 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
Mr A Steynor	Co-opted Member

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

Hollie Adams on 01603 223029
or email committees@norfolk.gov.uk

Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.

Agenda

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

2. Minutes

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To confirm the minutes of the meeting held on the 2 November 2018

3. Declarations of Interest

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, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.
If that is the case then you must declare such an interest but can speak and vote on the matter.

4. Any items of business the Chairman decides should be considered as a matter of urgency

5. Proposed Changes to the NRO Public Service

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A report by the Assistant Director, Culture and Heritage

6. Finance and Risk Report

Page 54

A report by the Assistant Director, Culture and Heritage

Date of Future Meetings

Date	Time	Venue
05 April 2019	10:30	Green Room, Archive Centre, County Hall

Chris Walton
Head of Democratic Services

County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 03 January 2019



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Norfolk Records Committee

Minutes of the Meeting held at the Archive Centre, County Hall on 02 November 2018 at 10:30am

Present:

Norfolk County Council

Cllr P Duigan
Cllr R Hanton

Norwich City Council

Cllr D Bradford

Broadland District Council

Cllr D Buck

South Norfolk District Council

Dr C J Kemp (Chairman)

Borough Council of King's Lynn and West Norfolk

Cllr E A Nockolds

Breckland Council

Cllr R Kybird

Non-Voting Members

Co-Opted Members

Mr M R Begley
Mr A Steynor

Representative of the Norwich Record Society

Dr G A Metters

Observer

Dr V Morgan

Representative of the Bishop of Norwich

Revd C Read

Others Present

Mr G Tuson, the County Archivist
Mr A Skiggs, the Finance Business Partner for Community and Environmental Services

- 1. To receive apologies and details of any substitute members attending**
 - 1.1** Apologies were received from Cllr Brociek-Coulton, Cllr Claussen-Reynolds, Cllr Coleman, Mr R Jewson, Professor Rawcliffe and Cllr Rowntree. Also absent was Cllr Button.
- 2. Minutes**
 - 2.1** The minutes of the meeting held on the 29 June 2018 were agreed as an accurate record and signed by the Chairman
 - 2.2** Matters arising
 - The recent death of Baroness Hollis was noted by the Committee; Baroness Hollis was remembered as a major force in the City; the Chairman recognised her efforts over the years on behalf of the people of Norfolk
 - The death of Cllr Wyndham Northam was also noted by the Committee; Mr Northam had been a member of the Norfolk Records Committee in the past
- 3. Items of Urgent Business**
 - 3.1** No urgent business was discussed
- 4. Declarations of Interest**
 - 4.1** No interests were declared

5. Point of Order

- 5.1 The Committee agreed to take Item 8, "Adoption of Co-opted Members", next and then return to the running order as set out on the agenda.

6. Adoption of Co-opted members

- 6.1.1 The Chairman introduced this item by reminding Members that the Committee had been formed in 1974 under the rules set down in the Local Government Act as a Joint Committee between the County Council, City and District Councils of Norfolk. The membership included the power to make 3 co-options and certain appointments as of right or virtue of appointment by an outside body; these included Dr Metters as representative of the Norfolk Records Society, Revd Read as representative of the Bishop of Norwich, and Mr Jewson who was on the Committee as Custos Rotulorum.
- 6.1.2 The introduction of the observer role on the committee was discussed; this role was introduced in 2008 and the role was similar to that of co-opted members.
- 6.2 Confirmation of intention to continue as a co-opted member had been received from Mr A Steynor, Mr M Begley and Professor C Rawcliffe. Confirmation of intention to continue as an Observer had been received from Dr V Morgan.
- 6.3 The Committee **AGREED**
- to appoint Mr R Begley, Professor C Rawcliffe and Mr A Steynor as co-opted Members on the Norfolk Records Committee for the ensuing Council Year
 - to appoint Dr V Morgan as Observer on the Norfolk Records Committee for the ensuing Council year
- 6.4 It was **confirmed** that
- Revd C Read would continue as the representative of the Bishop of Norwich on the Norfolk Records Committee for the ensuing Council Year
 - Dr A Metters would continue as the representative of the Norfolk Record Society on the Norfolk Records Committee for the ensuing Council Year
 - Mr R Jewson would continue as Custos Rotulorum on the Norfolk Records Committee for the ensuing Council year
- 6.5 It was noted for future reference that the original Norfolk Records Committee agreement from 1974 stated that one co-opted member should be a nominee of the University of East Anglia.

7. Metadata Migration and Management

- 7.1.1 The Committee received the report outlining information on metadata in the archive management system and giving proposals on options for future archive management.
- 7.1.2 The County Archivist gave background to the report
- The archive management system contained data with a value of around £8.4m
 - With advancements in technology, data would likely stay the same while software to manage it would change, so interoperability and quality of data was important
 - Not all of the Norfolk Record Office data was compliant with archive interoperability standards
 - The semantic web was an important aspect to consider for effectively linking information and future developments
 - In 2016-17, around 28 thousand document production slips had been used in

the search room compared to over 1 million searches on one family history website

- The existing CALM system did not provide all of the functionality required, including the ability to access a back-end database. To continue using CALM, a new upgrade would need to be purchased
- The National Archive and British Library had their own online cataloguing systems

7.2 During discussion the following points were noted:

- Search sites could be biased, which helped point searchers towards particular items. Faceted searching would allow data to be filtered by relevant categories, supported by information input by cataloguers
- Discussion was held about the use of raw text search to find peculiar items; quality of the data in the system would allow this
- The achievability of objective 4, point 3, was queried; this objective was to mitigate issues arising from data not being compatible across different computer and software operating models
- Cross referencing of authority files was useful to researchers
- The proposed system was open source and rests on SQL (structured query language) which could be able to access it
- Capital funding would be used for the initial investment in replacement software, any hardware required and staff time for implementation
- The County Archivist did not think the proposed Archive Management System would be interoperable with MODES, the Museum Service cataloguing system, but a meeting was due to be held the following week where he would find out more; the Chairman **requested** an update on MODES at the January 2019 meeting
- It was noted that databases, NOAH, had allowed searches across Library, Archive and Museum service catalogues in the past but that this was no longer operational
- “ATOM” had been chosen as the most suitable model as it was widely adopted and had a good support system. It had good development and links with Archivemata, and allowed images to be linked to the catalogue
- The system used by the National Archive was not suitable for the Norfolk Record Office model
- ATOM would aid in the Supporting Archive Ecology objective as it could be used by community archives
- Brexit should not impact on work in this area as the standards were international, not EU based

7.3 The Committee **APPROVED** Option C as detailed in this report and **SUPPORTED** the submission of a bid for capital funding from Norfolk County Council.

8. Finance and Risk Report

8.1.1 The Committee considered the report showing the forecast financial out-turn & revenue budget for the Norfolk Record Office for 2018/19, reserves and provisions, and update on the service risk register. It also gave an update on future budget challenges for Norfolk County Council and proposals relating to the Committee to help manage them.

8.1.2 The Finance Business Partner for Community and Environmental Services introduced the report; he drew attention to section 3, which highlighted the Council’s

medium term financial plan, indicating a budget gap of £92.4m. At Policy and Resources Committee in September 2018, the medium term financial plan was revised, reducing the budget gap to £45m. This was open to potential review following recent budget announcements by the Chancellor.

8.1.3 A draft consultation on reduction of opening hours at the Archive Centre was circulated to Members, see appendix A, and the County Archivist introduced the report:

- Overall use of the collection was high and face to face advice was valued
- 4 to 5% of the collection was digitised however not all of this was available online
- A high proportion of access to the collection was via online search and ordering copies of documents
- Previous consultations had found it would be most helpful to open on consecutive days to benefit researchers who travelled to access the centre over a few days
- User numbers in the Record Office had declined in recent years due to a decrease in use of microfilm and increase in availability of documents online;
- Numbers of visitors using original documents had not declined; use of digital cameras allowed people to be in the search room for a shorter time and continue research in another location

8.2 During discussion the following points were noted:

- A £44.5k underspend was shown; this was due to spend on building work which had been repaid into the budget
- The results of the consultation would be brought to the meeting of 11 January 2019
- The Chairman requested information on comments received from the National Lottery Organisation on proposed reduced opening times, related to the conditions on the grant for building the Archive Centre, at the meeting of the 11 January 2019
- The consultation would include a question on whether the centre would be open on Monday or Friday to identify the public preference

8.3 The Committee **NOTED**:

- Forecast position of the revenue budget, reserves and provisions for 2018/19
- Management of risk for 2018/19
- That the consultation was proceeding on this proposal and awaited the outcome in January 2019

9. Performance Report – 1 April 2018 to 30 September 2018

9.1.1 The Committee received the report outlining the performance and activities of the Norfolk Record Office and performance against the service plan from 1 April – 30 September 2018

9.1.2 The County Archivist introduced the report

- A talk had been given in Venice about the Change Minds project
- Blogs continued to be successful on the NRO website
- The searchroom was due to be reorganised to make it more efficient including reorganising staff areas so staff could work together and share expertise; plans were circulated of the proposed layout; see appendix B
- Costs for reorganising the searchroom would be minimal
- The Second Air Division Archive would be digitised and the searchroom reorganised during the closure in the week beginning 3 December 2018
- Norfolk Archives and Heritage Development Foundation (NORAH) had agreed its

4 strategic priorities for the year ahead

- An appeal would be held to raise money for conservation of the Consistory Court Deposition Books
- University Students would create finding aids of the Consistory Court Deposition Books in 2019

9.2 During discussion the following points were noted:

- Crowdsourced data created a large amount of data of varying qualities; to mitigate this, more than one person transcribed the same data so that it could be cross checked
- Accusations of witchcraft were contained in the Quarter Sessions, not the Consistory Court Records, as this was considered as treason.
- The dates of the papers of Sir Lincoln Ralphs were queried as he was not alive in 1830


9.3 The Committee **NOTED** performance against the 2018/19 service plan

Future Meetings:

Date	Time	Venue
11 January 2019	10:30	Green Room, Archive Centre, County Hall
5 April 2019	10:30	Green Room, Archive Centre, County Hall
TBA	10:30	Green Room, Archive Centre, County Hall

The meeting ended at: 12.01

**Christopher Kemp,
Chairman of the Committee**

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Norfolk County Council

Your views on proposals that would see service changes and a reduction in searchroom hours at Norfolk Record Office

Overview

Insert corporate narrative

We are proposing to change the focus of our staff which would mean a reduction in opening hours for the Norfolk Record Office searchroom and affect the level of some other services that we provide.

This proposal would save us £75,000 in 2019/20.

Why we are consulting

We want to find out what people think about our proposal and how it might affect them if it went ahead.

We are consulting through:

- This online consultation, which is also available as a paper copy.
- Paper copies available in the Norfolk Record Office searchroom.
- Individual letters and / or meetings with stakeholders including Heritage Lottery Fund, Norfolk Record Society, Norfolk Family History Society, Norfolk Archives and Heritage Development Foundation, Diocese of Norwich, Norfolk and Norwich Archaeological Society and Norfolk Archaeological and Historical Research Group.

We are consulting from 5 November 2018 to 23 December 2018. Please note that if we receive any consultation responses after this date we cannot guarantee that we will be able to take them into account.

We will feed back the findings from our consultation to our county councillors as part of the evidence they will use to help them come to a decision about our proposals.

If you need a copy of this consultation document in a different format please email haveyoursay@norfolk.gov.uk, call 0344 800 8020 or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help.

Personal information, confidentiality and data protection

We will use any personal information to understand how different groups of people feel about our proposals that would see service changes and a reduction in searchroom hours at Norfolk Record Office.

We will process any personal information we receive from you in line with the General Data Protection Regulation (GDPR) (Regulation (EU) 2016/679), the Data Protection Act 2018 and Norfolk County Council's data protection policy and guidelines. This means that Norfolk County Council will hold your personal data and only use it for the purpose for which it was collected, being this consultation. You can find a copy of our privacy statement at <https://www.norfolk.gov.uk/privacy>

We won't identify individuals when reporting back our findings and under our record management policy we will keep this information for five years. We will also, under normal circumstances, not pass your personal data on to anyone else. However, we may be asked under access to information laws to publish or disclose some, or all, of the information you provide in response to this consultation. We will only do this where such disclosure will comply with such relevant information laws which include the Freedom of Information Act 2000, the Data Protection Act 2018 and the Environmental Information Regulations 2004.

You can choose not to take part in the consultation, to stop responding at any time, or to ignore any personal questions that you do not want to answer.

Background

The Norfolk Record Office collects and preserves unique archives relating to the history of Norfolk and makes them accessible to people in the county and across the world. Our team conserve documents, run education programmes, provide research advice and act as a first point of contact for people who are new to using the archives. As well as providing access to records used in historical research, the NRO acts a place of record for information relating to government, administration and citizenship.

Both the work of the Norfolk Record Office and the way that people access records is changing.

The NRO now provides many online services. In particular they issue copies of birth, death and marriage certificates. The NRO also take digital copies of historic records on request and charge for this service. Digital records can also be made available online. Whilst making the NRO collection more widely available, these services have also enabled the Record Office to increase its income generation by over 300% in the last five years. Although there have been changes in the way people access the NRO services, the level of use has never been higher.

One of the services that the Norfolk Record Office offers is a public searchroom where people can access the collection. This is open to anyone and is free of charge (many of the documents held by the NRO are covered by legislation and the public have a right of access to them). As well as accessing original documents produced from the strongrooms, the public can use microfilms, online and printed sources. An essential part of the service offered is face-to-face advice; without this people who use the service would have great difficulty navigating their way through the enormous amount of information available. An archivist and two or three members of support staff are needed to operate the searchroom.

The Norfolk Record Office has a gross budget of approximately £856,000 per year, £220,000 of which comes from income generation.

What we have considered when developing our proposals

When developing our proposals, we have taken the following things into account:

The changing nature of how people access our records and archives

Since 2010, there have been significant changes in the way people use our searchroom. Our figures show that whilst there has been a reduction in the number of users of microforms and published (known as surrogate sources) there has been a steady and, recently, increasing number of people using original documents.

The decline in the use of surrogate sources is almost entirely due to the number of sources now available on-line. The NRO has licensed key family history resources to three commercial websites. This means they are accessible from anywhere, 24 hours a day whilst providing an income stream to support the Record Office. For Norfolk residents, these websites can be accessed free of charge in the Record Office in Norwich and King's Lynn and the Norfolk Heritage Centre. One of the sites can also be accessed free of charge in libraries across the county.

Although significant in making some key sources available, online access to digitized collections represents only between four and five percent of the collection. The remainder is only accessible as original documents. Whilst more documents are digitized every year it is unlikely the proportion of the collection available online will grow beyond this as rates of accumulation exceed rates of digitization.

Another change in use is the widespread use of digital photography. In the past, many users of original documents had no choice but to spend many days in the searchroom taking notes. Nowadays, many users choose to purchase a photography permit and take their own digital images so that they can carry on their research later at home. Others choose not to visit the Record Office, but to pay to have archives digitized.

The numbers of people who use the different Record Office services

The average number of people using our different services on a weekly basis over the last 18 months are:

- Average searchroom Use: 91
- Remote access services: emails, letters, online orders etc: 285
- Attendance at education and outreach events: 192
- Sessions on online catalogue: 739

The length of time that people spend in the searchroom

Visitors using the searchroom tend to stay for a long time. We estimate the average length of a visit to the searchroom to be between three and four hours.

The numbers of people accessing the searchroom on different days

The average number of people using our searchroom each day over the last five years are:

Monday: 18

Tuesday: 17

Wednesday: 16

Thursday: 21

Friday: 19

How people use the Thursday late-night opening

We have monitored how the searchroom is used on our Thursday late-night opening. Most of those using our services on that evening are staying on from the afternoon rather than arriving later in the evening. We have looked at the number of document requests at our late-night openings over a period of 27 weeks.

Number of document requested after 5pm	Number of weeks
0	9
1-5	12
6+	6

This table shows, for example, that in nine of the 27 weeks we analysed, no documents were requested at our late-night opening. People could still be working in the searchroom on documents that they requested earlier on in the day.

The feedback we received during the last time we consulted on changes to the Norfolk Record Office.

Our previous consultation showed us the importance to users of the service of the searchroom being open on consecutive days. Some users may travel a considerable distance to use the Record Office and a mid-week break would not be welcome to them.

Actions we are already taking to make our searchroom more efficient

We now have fewer staff on duty in the searchroom. We've created a new flexible glass educational space within the Record Office. This means we can run groups and events with fewer staff. We have also increased the number of shelves. This means that more library items are available for public use without having to be requested.

In December, the service will further reorganise the searchroom to ensure that staffing is used as efficiently as possible.

Previous consultations

We consulted on proposals to reduce the opening hours, staffing and work of the Norfolk Record Office as part of our Re-imagining Norfolk budget consultation 2016-19.

We proposed to:

- Reduce the opening hours of the Norfolk Record Office to approximately 24 hours per week
- Only accept new items for the archives on two days a week by appointment
- Stage exhibitions when they are funded externally
- Stop purchasing documents to add to our collection
- Reduce the amount of conservation work we do; and
- Stop the archive specialists working at the Norfolk and Norwich Millennium Library.

That proposal was to save approximately £148,000 (£86,000 in 2016-17, £20,000 in 2017-18 and £42,000 in 2018-19).

In responding to our consultation, of those that disagreed with proposal:

- half highlighted their view of the intrinsic value of preserving cultural heritage
- some made specific comments about the importance of protecting the conservation element of the service.

Of those that agreed with the proposal:

- some stated that they felt the service is not essential
- others agreed, with the proviso that the service remain in place in the long term.

Norfolk County Council decided not to go ahead with the proposal at that time.

Our proposal

We are proposing to refocus the work that our staff do. If we reduce the time staff spend in the search room we can use this time for digitising documents and producing copy certificates which would save money, maintain levels of income generation and increase the accessibility of our collection by putting more records online

The Norfolk Record Office searchroom is currently open for 41.5 hours each week:

Monday 9.00 - 17.00

Tuesday 9.30 - 17.00

Wednesday 9.00 - 17:00

Thursday 9.00 - 19:00

Friday 9.00 - 17:00

We are proposing to reduce the number of hours that the searchroom would be open from 41.5 hours a week to between 28 and 30 hours a week. If these changes were to go ahead the searchroom would be open:

Tuesday 10.00 - 17.00

Wednesday 10.00 - 17.00

Thursday 10:00 - 17:00 (And until 19:00 one Thursday a month)

And either Monday or Friday 10:00 - 17.00

Our proposal to prioritise the work of our staff on digitisation and certificates would also mean:

- There might be fewer education and outreach events.
- There would be fewer staff to help support volunteers and students on work experience.

- We would not be able to process and conserve as many documents. In other words, we would not be able to do as much work on existing items and new ones coming into our collection.

As part of this saving we are also proposing to save money by reducing the amount of conservation materials that we use. We would not compromise on the quality of the materials though.

If our proposal went ahead we would save £75,000 in 2019/20.

Who would be affected by our proposal and how

People who use our searchroom services would be affected by this proposal. The proposal could affect working people who may not be able to use the searchroom during working hours and relied on the Thursday late night opening. However, we are proposing to still have a late-night opening once a month.

Other people using record office services might be affected. The change in focus of staff might mean that there are fewer outreach and educational events for people to attend. The NRO may also not be able to support as many volunteers or people on work experience placements.

Some staff on temporary contracts would not have these renewed.

Have your say

1. Do you currently use Norfolk Record Office services? Please tick (✓) one only:

- Yes☐
- No☐
- Not sure☐

2. How far do you agree or disagree with our proposal for service changes and a reduction in searchroom hours at Norfolk Record Office? Please tick (✓) one answer only:

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Don't know

3. Why do you say that? Please briefly write in below, including how the proposal might affect you:

- 4. As part of our proposal we are considering reducing the number of hours that the searchroom would be open. Currently the Norfolk Record Office is open Monday to Friday. If our proposal went ahead we would need to decide which hours to open. Which option, if any, would you prefer? Please select one only:**

Open Monday to Thursday (Closed on Friday) ☐

Open Tuesday to Friday (Closed on Monday) ☐

Don't mind ☐

Don't know ☐

Other – please write in below ☐

- 5. Why do you say that? Please write in below:**

About you

6. Are you responding as...? Please tick (✓) one answer only:

- | | |
|---|--------------------------|
| An individual / member of the public | <input type="checkbox"/> |
| A family | <input type="checkbox"/> |
| On behalf of a voluntary or community group | <input type="checkbox"/> |
| On behalf of a statutory organisation | <input type="checkbox"/> |
| On behalf of a business | <input type="checkbox"/> |
| A Norfolk County Councillor | <input type="checkbox"/> |
| A district or borough councillor | <input type="checkbox"/> |
| A town or parish councillor | <input type="checkbox"/> |
| A Norfolk County Council employee | <input type="checkbox"/> |

7. If you are responding on behalf of another organisation, what is the name of the organisation, group or business?

Please write your answer in the box:

8. Are you...? Please tick (✓) one answer only:

- | | |
|--|--------------------------|
| Male | <input type="checkbox"/> |
| Female | <input type="checkbox"/> |
| Prefer to self-describe (please specify below) | <input type="checkbox"/> |
| Prefer not to say | <input type="checkbox"/> |

If you prefer to self-describe please specify here:

7. How old are you? Please tick (✓) one answer only:

- | | | | |
|----------|--------------------------|-------------------|--------------------------|
| Under 18 | <input type="checkbox"/> | 55-64 | <input type="checkbox"/> |
| 18-24 | <input type="checkbox"/> | 65-74 | <input type="checkbox"/> |
| 25-34 | <input type="checkbox"/> | 75-84 | <input type="checkbox"/> |
| 35-44 | <input type="checkbox"/> | 85 or older | <input type="checkbox"/> |
| 45-54 | <input type="checkbox"/> | Prefer not to say | <input type="checkbox"/> |

8. Do you have any long-term illness, disability or health problem that limits your daily activities or the work you can do? Please tick (✓) one answer only:

- Yes ☐
- No ☐
- Prefer not to say ☐

9. How would you describe your ethnic background? Please tick (✓) one answer only:

- White British ☐
- White Irish ☐
- White other ☐
- Mixed / multiple ethnic group ☐
- Asian or Asian British ☐
- Black / African / Carribean / Black British ☐
- Prefer not to say ☐
- Other ethnic background - please describe below ☐

10.What is your first language?

Please write your answer in the box:

11.What is the first part of your postcode? (e.g. NR4)

Please write your answer in the box:

How we will make our decision and report back to you

We will take a report about the findings to this consultation to our Communities Committee on 17 January 2019. The report will feed back what people have told us about the potential impact of our proposal. The feedback will also be reported at Full Council on 11 February 2019.

Our county councillors will consider the consultation responses we receive very carefully. In particular, they will take into account:

- The impact of any proposal on individuals, groups or communities and in particular on people identified as having 'protected characteristics' under the Equality Act 2010. The protected characteristics are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation. As well as this equality impact assessment, councillors will consider the impact of proposals on rural areas
- The views of people and stakeholders consulted
- The evidence of need and what is proven to work effectively and well
- The financial and legal positions and any constraints at the time
- Any potential alternative options, models or ideas for making the savings.

Your opinions are valuable to us. Thank you for taking the time to read this and respond.

You can fill in our online feedback form at: www.norfolk.gov.uk/budget

You can send back a paper feedback form to:

Freepost Plus RTCL-XSTT-JZSK, Norfolk County Council, Ground floor - south wing, County Hall, Martineau Lane, Norwich NR1 2DH.

However, if you want to help the council save money please use a stamp and send to this address: Stakeholder and Consultation Team, Norfolk County Council, Ground floor - south wing, County Hall, Martineau Lane, NR1 2DH.

You may wish to keep a copy of your response to our consultation for your own records.

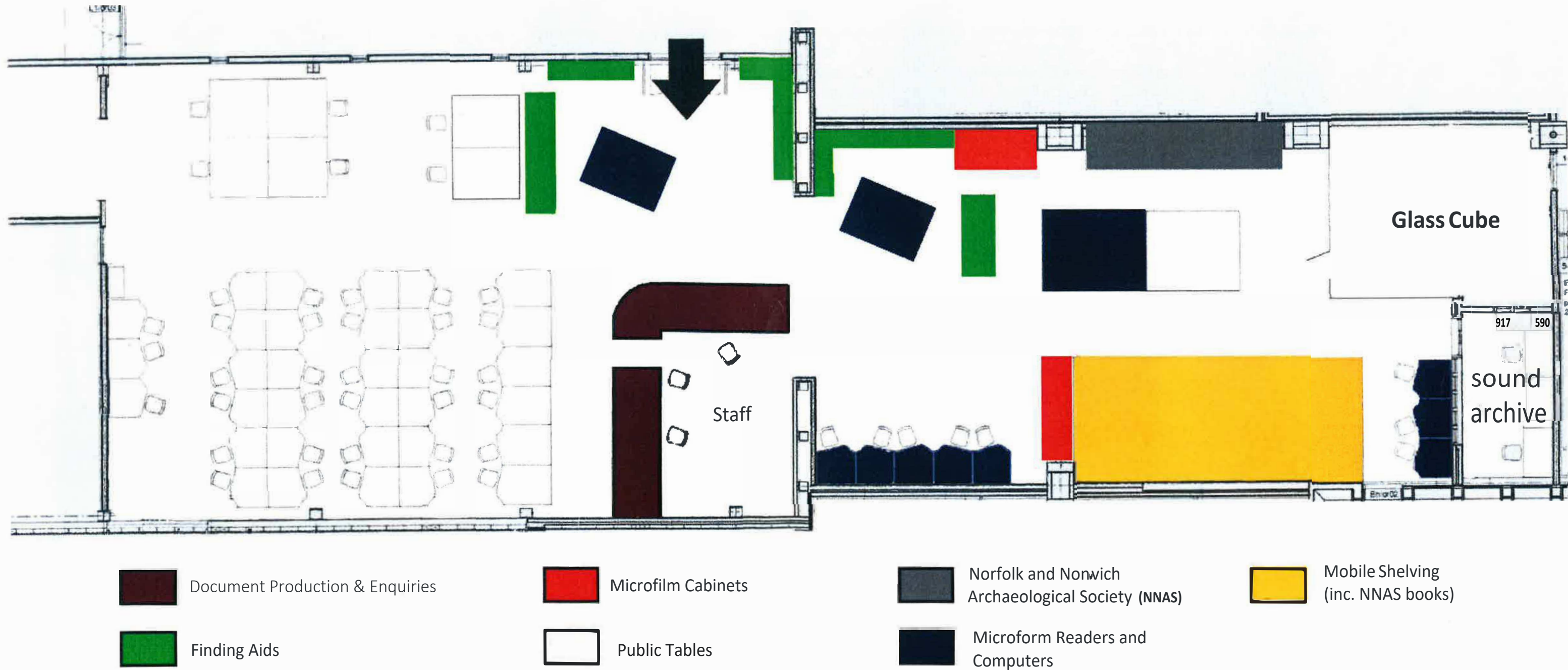
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November 2018

PROPOSED LAYOUT OF NRO SEARCHROOM



Norfolk Records Committee

Report title:	Service Changes at Norfolk Record Office
Date of meeting:	11 January 2019
Responsible Officer:	Steve Miller – Assistant Director, Culture and Heritage
Strategic impact	

Executive summary

The Norfolk Record Office needs to identify £75,000 of savings in 2019-20. To achieve this saving a number of service changes have been identified. These would see:

- A reduction in opening hours for the public searchroom in Norwich. This would mean opening: four days a week instead of five, at 10am instead of 9am, and until 7pm on only one Thursday evening per month instead of all Thursday evenings. The service at King's Lynn Borough Archive would remain unchanged.
- A reduction in the amount of volunteer engagement, education work and outreach
- A reduction in the amount of document processing (cataloguing and appraisal) and conservation work undertaken by the NRO.

These changes would enable the Norfolk Record Office to maintain those areas of work that provide access whilst raising income which supports the service such as digitization work and the provision of copies of birth, death and marriage certificates.

These changes have been the subject to a public consultation that ran from 5 November to 23 December 2018.

Recommendations:

That the Records Committee considers the results of the public consultation and approves changes to the public service provided by the Norfolk Record Office. These will be either:

- 1. The changes proposed in the consultation, with a decision on whether opening should be Monday to Thursday or Tuesday to Friday**
- 2. Modifications to the changes proposed in the consultation**

1. Proposal

- 1.1. That the Records Committee considers the results of the public consultation and approves changes to the public service provided by the Norfolk Record Office. These will be either:

1. The changes proposed in the consultation, with a decision on whether opening should be Monday to Thursday or Tuesday to Friday
2. Modifications of the changes proposed in the consultation

2. Background

- 2.1 The full text of the consultation document is included as Appendix 1. A full report on the outcomes of the public consultation will be provided to members prior to the meeting on 11 January.

3 Issues, risks and innovation

3.1 Risks

The main risks associated with these proposals are:

- Failure to meet the obligations of grants provided to the Norfolk Record Office
- Inability to meet the service levels required for maintaining Archive Accreditation and, consequently, loss of status as a Place of Deposit under the Public Records Acts. An assessment of this risk has been undertaken and it is considered a low risk under the present proposals.

3.2 Innovation

In January 2018 the Norfolk Records Committee approved the recommendations of a report laying out a long-term strategy for service development (included as Appendix 2). The changes proposed in the consultation would allow the NRO to continue to progress along the lines detailed in this report.

Officer Contact

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

Officer name : Gary Tuson

Tel No. : 01603 222599

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



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.



Norfolk County Council

Your views on proposals that would see service changes and a reduction in searchroom hours at Norfolk Record Office

Overview

Norfolk County Council helps make the county better for everyone who lives or works here or travels to Norfolk. The many services we run include ensuring children and young people have the best start in life, providing the fire and rescue service, protecting vulnerable people, maintaining a safe road system and helping improve the economy. We spend over a billion pounds every year providing public services.

The use of our services, particularly by those becoming older, is growing every year. Demand is rising but the amount of money we receive from central government is declining; we now receive £204 million less each year, compared to 2011/12, and this is also expected to fall to zero by 2020/21.

We have developed a financial strategy to overcome these challenges through these principles:

- Offering our help early to prevent and reduce demand for specialist services
- Joining up our work so that similar activities and services are easily accessible, done well and done once
- Being business-like and making the best use of digital technology to ensure value for money
- Using evidence and data to target our work where it can make the most difference.

Since 2011/12 we have saved the best part of £364 million, including £246 million of efficiency savings. We are proposing to save £79 million, including new saving proposals for 2019/20 to 2021/22, over the next three years and we are also identifying ways of bridging a remaining gap of £45.98 million.

Even though we are proposing to increase council tax next year, by the minimum required to put our finances on a sound footing, the amount of money we hope to raise wouldn't be enough to balance our budget.

This means we must continue to make some difficult decisions about how we spend your money.

The council has therefore been looking at how we can save money on all our services, community and environmental services.

We are proposing to change the focus of our staff which would mean a reduction in opening hours for the Norfolk Record Office searchroom and affect the level of some other services that we provide.

This proposal would save us £75,000 in 2019/20.

Why we are consulting

We want to find out what people think about our proposal and how it might affect them if it went ahead.

We are consulting through:

- This online consultation, which is also available as a paper copy.
- Paper copies available in the Norfolk Record Office searchroom.
- Individual letters and / or meetings with stakeholders including Heritage Lottery Fund, Norfolk Record Society, Norfolk Family History Society, Norfolk Archives and Heritage Development Foundation, Diocese of Norwich, Norfolk and Norwich Archaeological Society and Norfolk Archaeological and Historical Research Group.

We are consulting from 5 November 2018 to 23 December 2018. Please note that if we receive any consultation responses after this date we cannot guarantee that we will be able to take them into account.

We will feed back the findings from our consultation to our county councillors as part of the evidence they will use to help them come to a decision about our proposals.

If you need a copy of this consultation document in a different format please email haveyoursay@norfolk.gov.uk, call 0344 800 8020 or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help.

Personal information, confidentiality and data protection

We will use any personal information to understand how different groups of people feel about our proposals that would see service changes and a reduction in searchroom hours at Norfolk Record Office.

We will process any personal information we receive from you in line with the General Data Protection Regulation (GDPR) (Regulation (EU) 2016/679), the Data Protection Act 2018 and Norfolk County Council's data protection policy and guidelines. This means that Norfolk County Council will hold your personal data and only use it for the purpose for which it was collected, being this consultation. You can find a copy of our privacy statement at <https://www.norfolk.gov.uk/privacy>

We won't identify individuals when reporting back our findings and under our record management policy we will keep this information for five years. We will also, under normal circumstances, not pass your personal data on to anyone else. However, we may be asked under access to information laws to publish or disclose some, or all, of the information you provide in response to this consultation. We will only do this where such disclosure will comply with such relevant information laws which include the Freedom of Information Act 2000, the Data Protection Act 2018 and the Environmental Information Regulations 2004.

You can choose not to take part in the consultation, to stop responding at any time, or to ignore any personal questions that you do not want to answer.

Background

The Norfolk Record Office collects and preserves unique archives relating to the history of Norfolk and makes them accessible to people in the county and across the world. Our team conserve documents, run education programmes, provide research advice and act as a first point of contact for people who are new to using the archives. As well as providing access to records used in historical research, the NRO acts a place of record for information relating to government, administration and citizenship.

Both the work of the Norfolk Record Office and the way that people access records is changing.

The NRO now provides many online services. In particular they issue copies of birth, death and marriage certificates. The NRO also take digital copies of historic records on request and charge for this service. Digital records can also be made available online. Whilst making the NRO collection more widely available, these services have also enabled the Record Office to increase its income generation by over 300% in the last five years. Although there have been changes in the way people access the NRO services, the level of use has never been higher.

One of the services that the Norfolk Record Office offers is a public searchroom where people can access the collection. This is open to anyone and is free of charge (many of the documents held by the NRO are covered by legislation and the public have a right of access to them). As well as accessing original documents produced from the strongrooms, the public can use microfilms, online and printed sources. An essential part of the service offered is face-to-face advice; without this people who use the service would have great difficulty navigating their way through the enormous amount of information available. An archivist and two or three members of support staff are needed to operate the searchroom.

The Norfolk Record Office has a gross budget of approximately £856,000 per year, £220,000 of which comes from income generation.

What we have considered when developing our proposals

When developing our proposals, we have taken the following things into account:

The changing nature of how people access our records and archives

Since 2010, there have been significant changes in the way people use our searchroom. Our figures show that whilst there has been a reduction in the number of users of microforms and published (known as surrogate sources) there has been a steady and, recently, increasing number of people using original documents.

The decline in the use of surrogate sources is almost entirely due to the number of sources now available on-line. The NRO has licensed key family history resources to three commercial websites. This means they are accessible from anywhere, 24 hours a day whilst providing an income stream to support the Record Office. For Norfolk residents, these websites can be accessed free of charge in the Record Office in Norwich and King's Lynn and the Norfolk Heritage Centre. One of the sites can also be accessed free of charge in libraries across the county.

Although significant in making some key sources available, online access to digitized collections represents only between four and five percent of the collection. The remainder is only accessible as original documents. Whilst more documents are digitized every year it is unlikely the proportion of the collection available online will grow beyond this as rates of accumulation exceed rates of digitization.

Another change in use is the widespread use of digital photography. In the past, many users of original documents had no choice but to spend many days in the searchroom taking notes. Nowadays, many users choose to purchase a photography permit and take their own digital images so that they can carry on their research later at home. Others choose not to visit the Record Office, but to pay to have archives digitized.

The numbers of people who use the different Record Office services

The average number of people using our different services on a weekly basis over the last 18 months are:

- Average searchroom Use: 91
- Remote access services: emails, letters, online orders etc: 285
- Attendance at education and outreach events: 192
- Sessions on online catalogue: 739

The length of time that people spend in the searchroom

Visitors using the searchroom tend to stay for a long time. We estimate the average length of a visit to the searchroom to be between three and four hours.

The numbers of people accessing the searchroom on different days

The average number of people using our searchroom each day over the last five years are:

Monday: 18

Tuesday: 17

Wednesday: 16

Thursday: 21

Friday: 19

How people use the Thursday late-night opening

We have monitored how the searchroom is used on our Thursday late-night opening. Most of those using our services on that evening are staying on from the afternoon rather than arriving later in the evening. We have looked at the number of document requests at our late-night openings over a period of 27 weeks.

Number of document requested after 5pm	Number of weeks
0	9
1-5	12
6+	6

This table shows, for example, that in nine of the 27 weeks we analysed, no documents were requested at our late-night opening. People could still be working in the searchroom on documents that they requested earlier on in the day.

The feedback we received during the last time we consulted on changes to the Norfolk Record Office.

Our previous consultation showed us the importance to users of the service of the searchroom being open on consecutive days. Some users may travel a considerable distance to use the Record Office and a mid-week break would not be welcome to them.

Actions we are already taking to make our searchroom more efficient

We now have fewer staff on duty in the searchroom. We've created a new flexible glass educational space within the Record Office. This means we can run groups and events with fewer staff. We have also increased the number of shelves. This means that more library items are available for public use without having to be requested.

In December, the service will further reorganise the searchroom to ensure that staffing is used as efficiently as possible.

Previous consultations

We consulted on proposals to reduce the opening hours, staffing and work of the Norfolk Record Office as part of our Re-imagining Norfolk budget consultation 2016-19.

We proposed to:

- Reduce the opening hours of the Norfolk Record Office to approximately 24 hours per week
- Only accept new items for the archives on two days a week by appointment
- Stage exhibitions when they are funded externally
- Stop purchasing documents to add to our collection
- Reduce the amount of conservation work we do; and
- Stop the archive specialists working at the Norfolk and Norwich Millennium Library.

That proposal was to save approximately £148,000 (£86,000 in 2016-17, £20,000 in 2017-18 and £42,000 in 2018-19).

In responding to our consultation, of those that disagreed with proposal:

- half highlighted their view of the intrinsic value of preserving cultural heritage
- some made specific comments about the importance of protecting the conservation element of the service.

Of those that agreed with the proposal:

- some stated that they felt the service is not essential
- others agreed, with the proviso that the service remain in place in the long term.

Norfolk County Council decided not to go ahead with the proposal at that time.

Our proposal

We are proposing to refocus the work that our staff do. If we reduce the time staff spend in the search room we can use this time for digitising documents and producing copy certificates which would save money, maintain levels of income generation and increase the accessibility of our collection by putting more records online

The Norfolk Record Office searchroom is currently open for 41.5 hours each week:

Monday 9.00 - 17.00

Tuesday 9.30 - 17.00

Wednesday 9.00 - 17:00

Thursday 9.00 - 19:00

Friday 9.00 - 17:00

.....

We are proposing to reduce the number of hours that the searchroom would be open from 41.5 hours a week to between 28 and 30 hours a week. If these changes were to go ahead the searchroom would be open:

Tuesday 10.00 - 17.00

Wednesday 10.00 - 17.00

Thursday 10:00 - 17:00 (And until 19:00 one Thursday a month)

And either Monday or Friday 10:00 - 17.00

.....

Our proposal to prioritise the work of our staff on digitisation and certificates would also mean:

- There might be fewer education and outreach events.
- There would be fewer staff to help support volunteers and students on work experience.

- We would not be able to process and conserve as many documents. In other words, we would not be able to do as much work on existing items and new ones coming into our collection.

As part of this saving we are also proposing to save money by reducing the amount of conservation materials that we use. We would not compromise on the quality of the materials though.

If our proposal went ahead we would save £75,000 in 2019/20.

Who would be affected by our proposal and how

People who use our searchroom services would be affected by this proposal. The proposal could affect working people who may not be able to use the searchroom during working hours and relied on the Thursday late night opening. However, we are proposing to still have a late-night opening once a month.

Other people using record office services might be affected. The change in focus of staff might mean that there are fewer outreach and educational events for people to attend. The NRO may also not be able to support as many volunteers or people on work experience placements.

Some staff on temporary contracts would not have these renewed.

Have your say

1. Do you currently use Norfolk Record Office services? Please tick (✓) one only:

- Yes☐
- No☐
- Not sure☐

2. How far do you agree or disagree with our proposal for service changes and a reduction in searchroom hours at Norfolk Record Office? Please tick (✓) one answer only:

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Don't know

3. Why do you say that? Please briefly write in below, including how the proposal might affect you:

4. As part of our proposal we are considering reducing the number of hours that the searchroom would be open. Currently the Norfolk Record Office is open Monday to Friday. If our proposal went ahead we would need to decide which hours to open. Which option, if any, would you prefer? Please select one only:

Open Monday to Thursday (Closed on Friday) ☐

Open Tuesday to Friday (Closed on Monday) ☐

Don't mind ☐

Don't know ☐

Other – please write in below ☐

5. Why do you say that? Please write in below:

About you

6. Are you responding as...? Please tick (✓) one answer only:

- | | |
|---|--------------------------|
| An individual / member of the public | <input type="checkbox"/> |
| A family | <input type="checkbox"/> |
| On behalf of a voluntary or community group | <input type="checkbox"/> |
| On behalf of a statutory organisation | <input type="checkbox"/> |
| On behalf of a business | <input type="checkbox"/> |
| A Norfolk County Councillor | <input type="checkbox"/> |
| A district or borough councillor | <input type="checkbox"/> |
| A town or parish councillor | <input type="checkbox"/> |
| A Norfolk County Council employee | <input type="checkbox"/> |

7. If you are responding on behalf of another organisation, what is the name of the organisation, group or business?

Please write your answer in the box:

8. Are you...? Please tick (✓) one answer only:

- | | |
|--|--------------------------|
| Male | <input type="checkbox"/> |
| Female | <input type="checkbox"/> |
| Prefer to self-describe (please specify below) | <input type="checkbox"/> |
| Prefer not to say | <input type="checkbox"/> |

If you prefer to self-describe please specify here:

7. How old are you? Please tick (✓) one answer only:

- | | | | |
|----------|--------------------------|-------------------|--------------------------|
| Under 18 | <input type="checkbox"/> | 55-64 | <input type="checkbox"/> |
| 18-24 | <input type="checkbox"/> | 65-74 | <input type="checkbox"/> |
| 25-34 | <input type="checkbox"/> | 75-84 | <input type="checkbox"/> |
| 35-44 | <input type="checkbox"/> | 85 or older | <input type="checkbox"/> |
| 45-54 | <input type="checkbox"/> | Prefer not to say | <input type="checkbox"/> |

8. Do you have any long-term illness, disability or health problem that limits your daily activities or the work you can do? Please tick (✓) one answer only:

- Yes ☐
- No ☐
- Prefer not to say ☐

9. How would you describe your ethnic background? Please tick (✓) one answer only:

- White British ☐
- White Irish ☐
- White other ☐
- Mixed / multiple ethnic group ☐
- Asian or Asian British ☐
- Black / African / Caribbean / Black British ☐
- Prefer not to say ☐
- Other ethnic background - please describe below ☐

10. What is your first language?

Please write your answer in the box:

11. What is the first part of your postcode? (e.g. NR4)

Please write your answer in the box:

How we will make our decision and report back to you

We will take a report about the findings to this consultation to our Communities Committee on 16 January 2019. The report will feed back what people have told us about the potential impact of our proposal. The feedback will also be reported at Full Council on 11 February 2019.

Our county councillors will consider the consultation responses we receive very carefully. In particular, they will take into account:

- The impact of any proposal on individuals, groups or communities and in particular on people identified as having 'protected characteristics' under the Equality Act 2010. The protected characteristics are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation. As well as this equality impact assessment, councillors will consider the impact of proposals on rural areas
- The views of people and stakeholders consulted
- The evidence of need and what is proven to work effectively and well
- The financial and legal positions and any constraints at the time
- Any potential alternative options, models or ideas for making the savings.

Your opinions are valuable to us. Thank you for taking the time to read this and respond.

You can fill in our online feedback form at: www.norfolk.gov.uk/budget

You can send back a paper feedback form to:

Freepost Plus RTCL-XSTT-JZSK, Norfolk County Council, Ground floor - south wing, County Hall, Martineau Lane, Norwich NR1 2DH.

However, if you want to help the council save money please use a stamp and send to this address: Stakeholder and Consultation Team, Norfolk County Council, Ground floor - south wing, County Hall, Martineau Lane, NR1 2DH.

You may wish to keep a copy of your response to our consultation for your own records.

Your opinions are valuable to us. Thank you for taking the time to read this document and respond.



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November 2018

NORFOLK RECORDS COMMITTEE

Item No.

Report title:	Long-Term Strategy 2018-2023
Date of meeting:	12 January 2018
Responsible Chief Officer:	Tom McCabe - Executive Director, CES

Strategic Impact

This report seeks comment from the Norfolk Records Committee on long-term plans for the organizational development of the Norfolk Record Office over the next five years and beyond

Executive Summary

Proposal

The Norfolk Records Committee is asked to consider the long-term strategic aims outlined in this report and comment accordingly so that this information can be used to inform both long-term planning and service planning for 2018-19.

1 INTRODUCTION

- 1.1 In January 2017, a report was presented to the Norfolk Records Committee on the organizational development of the Norfolk Record Office (NRO). This concentrated on two areas: archive discovery and work with community groups. A number of long-term strategic aims have also been presented to the Committee as part of the annual planning process. These were groups under the headings of accommodation, audience development and engagement, income generation and fundraising, digital preservation, and alternative methods of service delivery.

A further report, presented to the Committee in June 2017, provided details of *Archives Unlocked*, the new archive sector vision statement prepared by the National Archives. This identifies three drivers for change (confidence in data and information, technological change and user expectations) and three ambitions:

- i. Trust: People and institutions trust in the authenticity of archive records, and how they are preserved and presented.
- ii. Enrichment: Archives enhance and enrich our society intellectually, culturally and economically.

- iii. Openness: Archives cultivate an open approach to knowledge, and are accessible to all.

1.2 This report now combines all of these strategic objectives for the NRO under revised headings.

Strategic Objectives

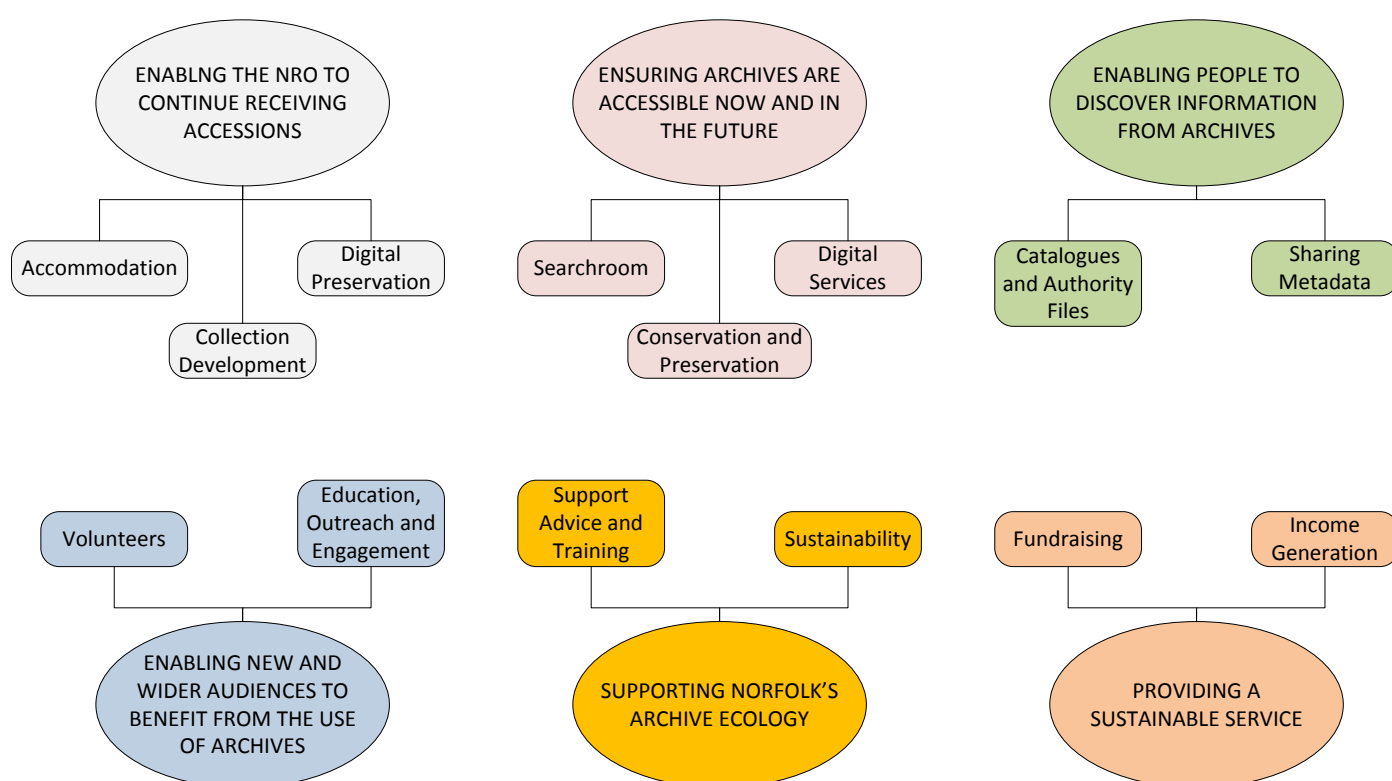


Figure 1: Long-Term Objectives

ENABLING THE NRO TO CONTINUE COLLECTING ARCHIVES

Accommodation

- 2.1 The Norwich home of the NRO, the Archive Centre, opened in 2003 with fifteen years of expansion space in its strongrooms available for new accessions. In addition to the accessions which have been received every year since then, in 2015 the NRO took on the function of providing copy birth, death and marriage certificates. This resulted in an additional 46m³ of records being accessioned (the equivalent of around two years accessions).
- 2.2 Annual service plans since 2014 have included work to create 30m³ of space per year in existing strongrooms. This has been achieved through bespoke packaging, additional shelving and collection management. Whilst it is unlikely that 30m³ will be created every year from now on, by continuing this strongroom work it is estimated that the NRO will have sufficient storage capacity to continue accepting accessions until 2024.

Long-term Plans / Strategy

- 2.3
- i. Continue to target freeing space in the strongrooms as part of the annual service plan.
 - ii. In 2020, the NRO will carry out a detailed assessment of its storage needs. If this concludes that additional storage is required within the next four years, the NRO will undertake an options appraisal to determine the best way of providing it.

Digital Archives

- 2.4 For the NRO to continue in its role of providing a home for trusted, relevant information, it is essential that it is capable of preserving and providing access to digital records. In 2016/17 the NRO undertook a collaborative pilot project with four other archives in the East of England. This developed skills and enabled it to make better decisions on its long-term strategy.

Long-term Plans / Strategy

- 2.5
- i. The NRO will implement a full digital preservation workflow. This will enable it to accept a wide range of digital files and carry out the processes required to ensure their accessibility.
 - ii. The NRO will continue to work collaboratively to support digital preservation.

Collection Development

- 2.6 The NRO continues to receive a wide range of archives from across the county, helped by

the fact that accessions can also be received at the King's Lynn Borough Archives. It has also had some success in fundraising when purchases of archives are necessary. However, its resources for active collection development are likely to be limited over the coming years.

Long-term Plans / Strategy

- 2.7 The NRO will continue to receive accessions and react to situations where it becomes aware of important archives being available. An increasingly important area for collection development will be work with community archives and other local groups.

ENSURING ARCHIVES ARE ACCESSIBLE NOW AND IN THE FUTURE

Searchroom Access

- 3.1 Although there has been a shift to other forms of access, the searchroom remains an essential element in making archives accessible. Digital access to archives is important, but it is highly unlikely that any more than 5% of the Collection will be available online within the next ten years. This is reflected in public use of the searchroom where there has been a significant decline in the number of visitors using microfilms but very little change in the level of use of original documents. When this is combined with online access to digitized materials and the increased number of people using digital cameras in the searchroom, it is clear that use of the Collection is higher than it has ever been.

One significant change in the searchroom has been the construction of a Glass Box at the rear of the microfilm area. This has been used as both a breakout space for groups in the Green Room and as teaching space operating under searchroom rules.

Long-term Plans / Strategy

- 3.2 Ensure that searchroom space is used efficiently and provides an environment conducive to research. This is likely to involve continued reorganization of searchroom space.

Conservation and Preservation

- 3.3 Preserving the physical integrity of its Collection will always remain an important aspect of the NRO's work. A work prioritization system has recently been introduced which has improved the efficiency of this aspect of the service

Long-term Plans/ Strategy

- 3.4 Conservation and preservation to continue to play an important role in preserving the NRO Collection.
- 3.5 The conservation section will play an important role in supporting meeting the long-term objective of Supporting Norfolk's Archive Ecology (see below)

ENABLING PEOPLE TO DISCOVER INFORMATION FROM ARCHIVES

Cataloguing and Authority Files

- 4.1 It is difficult to understate the importance of descriptive metadata (the information contained in finding aids which enables users to locate and interpret documents). Since the start of the century the NRO has been entering data into a collection management system which has enabled it to publish an online catalogue; retro-conversion is now complete.

Sharing Metadata

- 4.2 Information about archives needs to be accessible through numerous channels. It is essential that the NRO's data is in a form that enables it to benefit from continuing developments in AI and Linked Open Data.

Long-term Plans/ Strategy

- 4.3
- i. Continued additions to and enhancement of archive descriptions
 - ii. Replacement and/or improvement of exiting catalogue systems
 - iii. Use of authority files based on sources that will enhance the potential of NRO data for use on the semantic web.
 - iv. Ensuring data is in a format that can be shared across platforms and services.
 - v. Working with local and national partners to improve the interoperability of data.

ENABLING NEW AUDIENCES TO BENEFIT FROM THE USE OF ARCHIVES

Education, Outreach and Engagement

- 5.1 The NRO has a successful record of accomplishment in education work and this has continued to build over recent years. Alongside this the Record Office continues to attract new users to archives through its outreach and engagement activities. These include workshops, lectures and exhibitions.

Long-term Plans/ Strategy

- 5.2 Whilst continuing with existing successful programmes the NRO needs to expand on ways in which it can work with priority groups within the County to deliver wellbeing benefits.

Volunteers

- 5.3 The NRO volunteer programme has been developed over the past four years. Currently the NRO benefits from over 2000 volunteer hours per year.

Long-term Plans/ Strategy

- 5.4 The NRO will continue to work with volunteers both for the benefit of the service and of the volunteers. The priority area for increased volunteer work will be assisting with transactional level cataloguing. This will help meet the long-term objective of Enabling People to Discover Information from Archives.

SUPPORTING NORFOLK'S ARCHIVE ECOLOGY

Support, Training and Advice

- 6.1 Throughout Norfolk, many people and organizations, both formal and informal, are engaged in researching, collecting and preserving the County's archival heritage – this can be described as Norfolk's Archive Ecology. The NRO is the most significant stakeholding organization within this ecology. By supporting this widespread activity, the NRO can ensure that a wider range of archival material is easily accessible to the public and available for future generations to use.

Sustainability

- 6.2 Whilst some community based groups will continue to renew their membership and secure a long-term future for their work, others will have a shorter lifespan. By working with such groups, the NRO can ensure that the archives they have collected, the digital records they have generated and the descriptions they have written remain useful for generations to come.

Long-term Plans/ Strategy

- 6.3 Develop programmes to support community based work with archives. These will include support for good practice and skills development in many areas including digitization, cataloguing, archive management, preservation, interpretation and research.

The NRO, when necessary and within the terms of its Collecting Policy, will offer a long-term home for archives collected in this way.

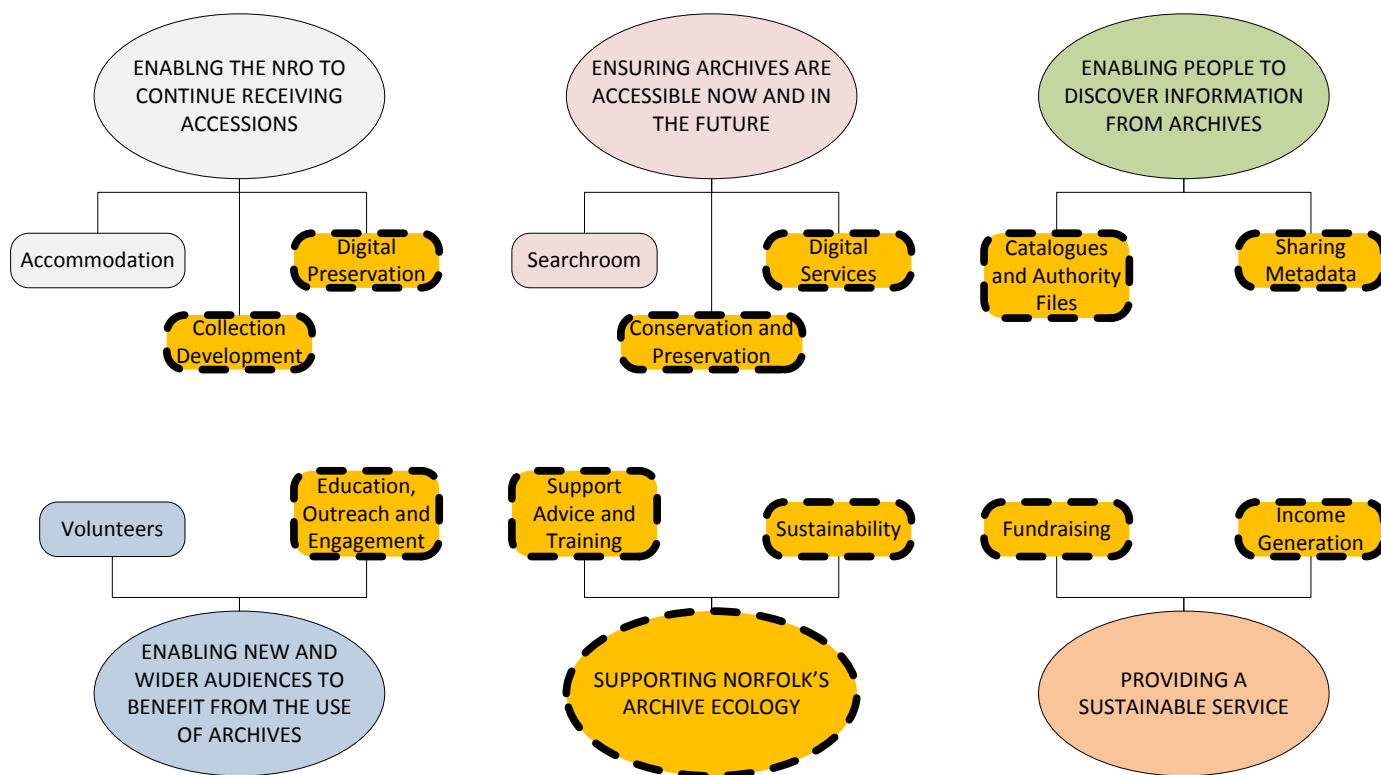


Figure 2. Cross Objective Synergies

PROVIDING A SUSTAINABLE SERVICE

Income Generation

- 7.1 The NRO has increased its generation by around 400% in the last four years. This has been achieved through providing rented accommodation; selling boxes; issuing copy birth, death and marriage certificates; providing reprographic and digitization services; charging for exhibition work; and licencing images to commercial website.

Long-term Plans/ Strategy

- 7.2 Continued to increase income generation. Measures to achieve this will include additional licencing of digital images and increased use of NRO digitization services. The latter will be achieved through improving descriptive metadata as described above.

Fundraising

- 7.3 In 2016 the NRO established the Norfolk Archives and Heritage Development Foundation (NORAH). This charity is now fully operational and is developing its fundraising capacity whilst issuing a series of small grants.

Long-term Plans/ Strategy

- 7.4 The NRO will continue to support the development and administration of NORAH. In turn, this will help support a number of the NRO's other long-term objectives.

Financial Implications

- 8.1 This report will help determine how the NRO prioritizes the use of its budget. As such, it has now other direct financial implications.

Issues, risks and innovation

- 9.1 Officers have considered all the implications of which members should be aware. Apart from those listed in the report (above), there are no other implications to take into account.

Background

- 10.1 This report refers to the Norfolk Record Office Service Plan which was approved by the Norfolk Records Committee on 31 March 2016, the report on Organizational Development, approved by the Record Committee on 13 January 2016 and *Archives Unlocked* (<http://www.nationalarchives.gov.uk/documents/archives/Archives-Unlocked-Brochure.pdf>).

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
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Norfolk Records Committee

Report title:	Finance and Risk
Date of meeting:	11 January 2019
Responsible Officer:	Steve Miller – Assistant Director, Culture and Heritage
Strategic impact This report provides an update on the forecast financial year end position for the Norfolk Records Committee for 2018/19.	

Executive summary

As set out in this report, the forecast financial out-turn for the Norfolk Record Office (NRO) for 2018/19 Section 1 covers the NRO revenue budget for 2018/19, reserves and provisions. Section 2 provides the Committee with an update on the service risk register. Section 3 provides Committee with an update on the future budget challenges for Norfolk County Council and the specific proposals relating to the Committee to help manage this challenge.

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:

- **Forecast position of the revenue budget, reserves and provisions for 2018/19**
- **Management of risk for 2018/19**

1. Revenue Budget

1.1. Financial Performance 2018/19

1.1.1 At the end of period 08, November, 2018/19 we are forecasting that the NRO will deliver a balanced budget. This is summarised in the table below.

Service	Current budget £	Forecast 2018/19 Outturn £	Forecast +Over/- Underspend £
Salary	965,480	895,903	(69,577)
Premises	3,810	3,898	88
Travel	7,020	2,028	(4,992)
Supplies & Services	78,190	21,650	(56,540)

Support Services	1,070	1,555	485
Capital*	271,960	271,960	0
Income	(472,500)	(341,966)	130,534
Total	855,030	855,030	(2)

* Local authority capital accounting adjustments that relate to historic capital expenditure- this budget has changed from that previously reported to Committee, due to the allocation of depreciation charges, and re-valuation gains and losses. However, these are purely accounting adjustments and have had no impact on the underlying ability of services to apply and manage their budgets

- 1.1.2 Norfolk County Council continues to face significant financial pressures and funding reduction and the Norfolk Record office continues to look for ways to support the authority in meeting those financial challenges.

1.2 Capital programme

- 1.2.1 There is no capital programme for 2018/19.

1.3 Reserves and Provisions

- 1.3.1 The table summarising the 2018/19 position appears below.

- The Residual Insurance reserve is planned to be used in the year to support project development. This includes administrative support to the Norfolk Archives and Heritage Development Foundation and service development projects looking at archive discovery and local working.

Reserves and Provisions 2018/19	Balances at 01Apr 18	Forecast Balance at 31Mar 19	Planned Change
	£	£	£
Norfolk Record Office			
Residual Insurance and Lottery Bids	182,947	158,957	23,990
Unspent Grants & Contributions Reserve	7,327	7,327	0
Service Total	190,274	166,284	23,990

2. Risk Management

- 2.1. The service continues to manage the risks to its objectives both internal and external. The risk register is reviewed and updated on a quarterly basis and was last reported to this Committee at the last meeting. A summary of the risk register based on the most recent reviews appears at Appendix A.
- 2.2. The register contains six key risks, three 'high' level, two of which are currently assessed as a 'medium' level risk, while one is assessed as 'low'.
- 2.3. All risks are being well managed. One of the risks is assessed as being met and is shown as green whilst another is shown as 'Green – on schedule' progress towards achieving target risk score, and the other three are showing 'Amber' and with further planning should be met.
- 2.4. The impact of the unmet risks on the budget has been assessed as follows:

- 2.4.1 For RM13959 'Loss of or reduction in funding', if this external funding was lost then the service would need to reduce spending in line with the reduction of funding. This risk is classed as 'Amber' however additional income streams have been identified in 2018/19. The risk is mitigated by continuing to apply for external funding and explore income generating opportunities. Financial pressures relating to the 2019-20 budget are dealt with in Section 3 of this report
- 2.4.2 For RM13963 'Inability to continue collecting archives', an increased level of accessions would reduce the available space more quickly than planned. Records are kept of the amount of additions and available space and bespoke packaging is used to reduce the amount of space needed. There is also work which can be carried out to further increase the capacity of the King's Lynn strong room. This risk is classed as 'green' and is not expected to occur in 2018/19, and so will have no impact on the revenue position.
- 2.4.3 For RM14164 'Failure to meet growing public expectations on access', is the risk that the public can't access collections as easily as they expect to. This could mean demand for our services would reduce. This is mitigated through entering into commercial partnerships to improve access and planning for access to digital images in search room. Plans are in place to increase the amount of digital images available through commercial partnerships. This risk is classed as 'green' and is not expected to occur in 2018/19, and so will have no impact on the revenue position.
- 2.4.4 For RM14165 'Failure to collect, preserve and make accessible new formats of archive', NRO is not in a position to fully manage the preservation and continued accessibility of born digital records. This is mitigated through developing procedures, staff skills and exploring collaborative approaches. This risk is classed as 'Amber' however the NRO is now leading a collaborative regional project to address these issues.
- 2.4.5 For RM14167 'Collection at risk through unexpected events', due to the special nature of the NRO collection the usual NCC continuity planning has to be reviewed and adapted. This is mitigated through the roll out of specific Emergency Plan, in which all staff, including recent recruits, have been trained. This risk is classed as 'met' but will continue to be reviewed.
- 2.4.6 For RM14291. 'Long-term sustainability of metadata'. The NRO relies on a large set of metadata, which is used as a gateway to the Collection (the catalogue of over 700,000 records) and for managing the collection (accession records and location data). Some of this data is irreplaceable. Where it could be recreated, the cost would be millions of pounds. The NRO needs to ensure that this data is sustainable in the long-term and, when necessary, can be migrated to other systems.

3. Financial Implications

- 3.1. The implications for resources including, financial, staff, property and IT, where relevant, are set out in Section 1 of this report.
- 3.2. As discussed at the 2nd November meeting, to support the overall budget position for Norfolk County Council, the following saving was proposed:

Ref	Proposal Note: Savings are shown as a negative figure	Information about the proposal	Saving 2019-20 £m
CMM19201	Norfolk Record Office – reduction in search room opening hours	This proposal would see the opening hours of the search room reduce from 41.5 hours a week to between 28 and 30 hours a week. There will also be reductions in the amount of documents the NRO is able to receive and process, educational and outreach work, support for the NRO's	-0.075

		charitable partner and preservation work. This is not expected to impact on the income that the service generates from copy certificates and digitization.	
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- 3.3. This proposal formed part of the County Councils public consultation on budget proposals and which will be presented to Communities Committee at their January meeting.

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:

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Risk Number	RM13959			Date of update			01 October 2018			
Risk Name	Loss of or reduction in funding									
Risk Owner	Gary Tuson			Date entered on risk register			31 March 2009			
Risk Description										
Loss of or reduction in levels of external funding, including NCC, could lead to a reduced capacity to deliver the service, threaten business viability and infringe Heritage Lottery Fund conditions of grant.										
Original			Current			Tolerance 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	4	16	2	4	8	2	3	6	Mar-19	Amber
Tasks to mitigate the risk										
Continued development of efficient and prioritised working practices Ensure staff are in place to maintain income generating activities Continue to explore opportunities for income generation										
Progress update										
Income generation targets on course Additional material for licencing being issued. Additional digitization work being undertaken for future releases										

Risk Number	RM13963		Date of update		01 October 2018					
Risk Name	Inability to continue collecting archives									
Risk Owner	Gary Tuson		Date entered on risk register		27 February 2014					
Risk Description										
An increased level of accessions has reduced available space in strongrooms more quickly than planned and there may be further, unexpected increased levels.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	3	6	2	3	6	2	2	4	Mar-19	Green
Tasks to mitigate the risk										
Actions to mitigate risk to be included in forthcoming service plans										
Progress update										
Target reached in 2015/16, 2016/17, 2017/18. Included in service plan for current year but likely to be reduced target in subsequent years.										
Additional space identified in King's Lynn										
Long term Service Strategy (approved by Records Committee in December 2017) includes provision for review of accommodation in 2020.										

Risk Number	RM14164		Date of update		01 October 2018					
Risk Name	Failure to meet growing public expectations on access									
Risk Owner	Gary Tuson		Date entered on risk register		27 February 2014					
Risk Description										
Public are not able to access collections as easily as they expect through modern technologies										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Mar-20	Green
Tasks to mitigate the risk										
• Use of commercial partnerships to improve access										
• Planning for access to digital images in searchroom										
• Project to enhance metadata										
Progress update										
Planning for access to digital images in searchroom under way										
Project to enhance metadata planned										

Risk Number	RM14165		Date of update		01 October 2018					
Risk Name	Failure to collect, preserve and make accessible new formats of archive									
Risk Owner	Gary Tuson		Date entered on risk register		27 February 2014					
Risk Description										
Increasingly records are born digital and must be preserved in a digital format. The NRO is not in a position to fully managed digital records in line with the OAIS model.										
Original			Current			Tolerance 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-19	Amber
Tasks to mitigate the risk										
• Collaborative project for delivery of digital preservation										
• Develop staff skills										
• Continue to develop in-house procedure for handling digital objects										
Progress update										
Tools for digital preservation have been evaluated										
Environment for local hosting of tools being prepared										

Risk Number	RM14167		Date of update		01 October 2018					
Risk Name	Collection at risk through unexpected events									
Risk Owner	Gary Tuson		Date entered on risk register		27 February 2014					
Risk Description										
Provision beyond the council continuity planning needs to be made due to special nature and extent of the NRO collection										
Original			Current			Tolerance 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-19	Met
Tasks to mitigate the risk										
• Disaster / emergency plan training to be rolled out										
Progress update										
New starters at Record Office all trained in Emergency Plan procedures										
This risk needs to be constantly managed. Further review and training will be required in 2018/19										

Risk Number	RM14291		Date of update		01 October 2018					
Risk Name	Long Term Sustainability of Metadata									
Risk Owner	Gary Tuson		Date entered on risk register		13 June 2017					
Risk Description										
NRO is not able to maintain long-term accessibility and functionality of its own metadata. Evidential value of archives would be damaged. Recreation of metadata would cost millions of pounds.										
Original			Current			Tolerance 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	1	5	5	Mar-19	Amber
Tasks to mitigate the risk										
Metadata project launched in 2017										
Progress update										
New catalouge system being tested and strategy for migration of metadata being prepared.										