

# NORFOLK RECORDS COMMITTEE

Date: Friday, 30 October 2020

Time: 10:30am

Venue: Virtual meeting

Pursuant to The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020, the 30 October 2020 meeting of Norfolk Records Committee will be held using video conferencing.

The meeting will be broadcast live via this link:

[https://youtu.be/CLqe\\_zeDdBI](https://youtu.be/CLqe_zeDdBI)

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

## Membership

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

## Non-Voting Members

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

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

Tim Shaw on 01603 222948  
or email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

## **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**

**Page 4**

To confirm the minutes of the meeting of the Norfolk Records  
Committee held on 7 February 2020

**5 Members to Declare any Interests**

If you have a Disclosable Pecuniary Interest in a matter to be  
considered at the meeting and that interest is on your Register of  
Interests you must not speak or vote on the matter.

If you have a Disclosable Pecuniary Interest in a matter to be  
considered at the meeting and that interest is not on your  
Register of Interests you must declare that interest at the meeting  
and not speak or vote on the matter.

In either case you may remain in the room where the meeting is  
taking place. If you consider that it would be inappropriate in the  
circumstances to remain in the room, you may leave the room  
while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may  
nevertheless have an Other Interest in a matter to be discussed if  
it affects

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management  
role
- that of another public body of which you are a member to a  
greater extent than others in your ward.

If that is the case then you must declare an interest but can  
speak and vote on the matter.

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

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

- 7 **Appointment of Co-opted Members** **Page 9**

Report by the Director of Culture and Heritage

- 8 **Finance and Risk Report** **Page 11**

Report by the Director of Culture and Heritage

- 9 **Performance report** **Page 21**

Report by the Director of Culture and Heritage

- 10 **Future Meetings:**

**5 February 2021 10.30 am**

**26 March 2021 10.30 am**

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

Date Agenda Published: 22 October 2020



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## **Norfolk Records Committee**

**Minutes of the Meeting held at the Norfolk Records Office  
on 07 February 2020 at 10:30am in the Archive Centre, County Hall**

### **Present:**

#### **Norfolk County Council**

Michael Chenery of Horsburgh (Chairman)  
Cllr Phillip Duigan

#### **Breckland Council**

Cllr Robert Kybird (Vice-Chairman)

#### **Broadland District Council**

Cllr Grant Nurden

#### **North Norfolk District Council**

Cllr Virginia Gay

#### **Borough Council of King's Lynn and West Norfolk**

Cllr Elizabeth Nockolds

#### **Norwich City Council**

Cllr Sally Button  
Cllr Marion Maxwell

### **Non-Voting Members**

#### **Co-Opted Members**

Mr Alan Steynor

#### **Representative of the Norwich Record Society**

Dr G Alan Metters

#### **Representative of the Bishop of Norwich**

Revd Charles Read

#### **Others Present**

Mr G Tuson, the County Archivist

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

- 1.1** Apologies were received from Michael Begley, Cllr Denise Carlo, The Lady Dannatt, Cllr Barry Duffin, Victor Morgan, Prof. Carole Rawcliffe, Cllr David Rowntree and Cllr Alan Waters (Cllr Marion Maxwell substituting). Also absent was Cllr Wainwright.

### **2. Minutes**

- 2.1** The minutes of the meeting held on the 8 November 2019 were agreed as an accurate record and signed by the Chairman.

### **3. Items of Urgent Business**

- 3.1** There were no items of urgent business discussed.
- 3.2** The meeting would be followed by a short, 15-minute presentation for Members
- 3.3** Dr Metters discussed the success of the public lecture on Maharajah Duleep Singh which had required 2 sessions to accommodate all attendees; it was noted that talks such as this increased the profile of the Record Office.

#### **4. Declarations of Interest**

- 4.1 The Chairman declared an interest at a trustee of NORAH (Norfolk Archives and Heritage Development Foundation).

#### **5. Finance and Risk Report**

- 5.1.1 The Committee received the report setting out the revenue budget for 2019/20, capital programme and reserves and provision, and an update on the service risk register.
- 5.1.2 The County Archivist introduced the report:
- A slight underspend was predicted which was likely to result in a balanced budget at year end 2019-20
  - The only risk highlighted as amber was RM13959, "loss of or reduction in funding"
  - RM13959 highlighted increased pressures in 2020-21 around income generation as it would be difficult to develop measures further
  - All parish registers had been licenced to family history websites and there were few further records that could be licenced to them to significantly increase revenue. Income from this source was based on the number of views
  - There was a £20+k increase in income generation requirements for 2020-21, putting pressure on the budget; some projects with external funding were likely to end in 2020-21 and this may put pressure on the service. The impact of these pressures was unclear at that time.
- 5.2 The following points were discussed and noted:
- A Member asked how often new risks were identified and how often the risk register was updated; The County Archivist reported that there was a consultation process in place around the existing risks with staff and they had been adjusted over time. The risks presented in the report were core risks to the service and project-based risks arose over time which sat below these service level risks
  - The County Archivist confirmed that risk number RM13963, "inability to continue collecting archives", which related to archive space at the Norfolk Record Office, would be affected if the Historic Environment Service moved into the archive.
- 5.3 Committee **CONSIDERED** and **COMMENTED** on:
1. Forecast position of the revenue budget, capital programme, reserves and provisions
  2. Management of risk for 2019/20

#### **6. Norfolk Record Office Fees and Charges**

- 6.1.1 The Committee received the report setting out details a proposed fees and charges schedule at the Norfolk Record Office from 1 April 2020.
- 6.1.2 The County Archivist introduced the report:
- There was a proposal to increase fees by approximately 10%; exceptions were that there would be no increase for use of digital cameras or cost of bespoke archive boxes
  - It was important that the search room was free of access to ensure it was

accessible, but anything above and beyond this was chargeable.

6.2 The following points were discussed and noted:

- The charge for use of digital cameras was not increasing because there had been feedback from visitors of the search room that the level of charging was high; it was common for users to use digital cameras to take photos of the documents
- Staff were on hand in the search room to remind users of correct document handling and provide support; so far, no major damage had been reported to documents in the search room
- The fees at the Record Office were mid-range compared to other counties
- The use of digital cameras in the search room was particularly beneficial in the case of documents which were not possible to photocopy
- The fees for transport of documents for exhibitions was queried; the County Archivist confirmed that this would normally be on a time-charge basis – the £54 per hour would be charged. All loans of records were required to have museum grade cases and standards; if not, then surrogates could be provided
- Some documents classed as unfit for reproduction could only be viewed in the conservation studio; based on surveys in other record offices, putting this provision in place could make a further 15% of the collection accessible to the public
- Following a query, Dr Metters confirmed that some church parishes still retained their own records; discussions were being held with them to encourage them to deposit them at the Norfolk Record Office. The Parish would retain ownership however this would enable them to be stored in an environment which would preserve the documents. The Chairman was concerned about ecclesiastical parish records being lost due to fire, flood or theft
- The issue of church parish digital data being preserved, such as website or email information, was discussed, as there were no policies or processes currently in place for this purpose in most parishes
- Revd Charles Read agreed to find out whose responsibility it was in parish churches to agree to deposit records.

6.3 The Committee **APPROVED** the schedule of fees and charges.

## 7. Move of Historic Environment Service to Norfolk Record Office

7.1.1 The Committee received the report providing a rationale for moving part of the Historic Environment Service from its current base to the Norfolk Record Office.

7.1.2 The County Archivist introduced the report:

- The consultation regarding moving the Historic Environment Service to County Hall, Norfolk Record Office and Shirehall had now ended
- If the service moved to the Norfolk Record Office, office space for staff and 45m<sup>2</sup> accommodation for collections in the strong room would need to be found
- Accommodating the Historic Environment Service records in the strong room would reduce useable expansion space to 2027, and long-term accommodation plans would need to be brought forward
- Moving the Historic Environment Service records to the Norfolk Record Office would improve their storage conditions
- The move would allow the offices at Gressenhall to be used as an income generation site.

- 7.2 The following points were discussed and noted:
- A reduction in budget savings had been negotiated in line with the proposed changes
  - The County Archivist clarified that the accommodation at Gressenhall had been identified as problematic due to issues such as the accessibility of the site, which was difficult to reach by public transport. The County Archivist also had concerns about the storage environment of documents on the site.
  - It would be difficult to obtain a grant for a building extension without involvement of integrated service, therefore having more services integrated into the building may be an advantage when applying for funding
  - A Member noted that having these documents on site could be an advantage as it could bring more visitors to the search room; it was noted that having the records in one location would be more convenient for customers
  - The County Archivist confirmed that there would not be space to fit all the Historic Environment Service team in the Record Office, however they would be co-located with teams they worked with for example the planning team in County Hall
  - The Vice-Chairman **proposed** a second recommendation was added in that the Committee note the increased pressure on storage space at the Record Office, which was agreed by the Committee.
- 7.3 The Committee:
- **APPROVED** the relocation of the Historic Environment Service from Gressenhall to the Norfolk Record Office
  - **NOTED** the increased pressure on storage space at the Norfolk Record Office

## 8. Archives for Wellbeing Network

- 8.1.1 The Committee received the report giving information on the grant received from the National Archives to set up an Archives for Wellbeing Network centred around the work to establish a string of Change Minds projects across the UK.
- 8.1.2 The County Archivist introduced the report:
- The project had been developed following on from the Change Minds project and interest received from other organisations to deliver their own Change Minds projects
  - Data had been gathered as part of this project and work had been carried out with the University of East Anglia to show that the methodology worked.
- 8.2 The following points were discussed and noted:
- The County Archivist clarified that the first two Change Mind projects worked with Together for Wellbeing who referred people into the project; the projects were targeted to people who would benefit from them the most
  - The County Archivist confirmed that the service had worked with Inspire, a Norfolk and Suffolk Foundation Trust consultative body, to develop project documentation and interview staff in preparation for the project
  - The ability to hold Change Minds sessions in the west of the County would be funding dependent
  - The project involved had involved a visit for participants to Gressenhall and sessions in libraries
  - A new grant had been awarded by the National Lottery Heritage Fund for Dr

Hills' Casebook: A Change Minds Project. This would use the same research sessions as before, but the creativity element would involve the writing and development of a play which would then tour in the autumn.

- The conference was likely to be in early 2021
- One of the outcomes of Change Minds was that people developed research skills which could be applied to family history.

8.3 The Committee **NOTED** the contents of the report and comment accordingly.

9. **Any Other Business**

9.1 Alan Steynor, Co-opted member representing NORAH, gave information to the Committee on events carried out to raise funding for the Charity. NORAH were encouraging people to join a supporter's scheme; for a subscription fee, supporters would receive benefits such as an archive box among others and invitations to special events.

9.2 The supporter's group were meeting on Thursday 13 February at 6pm in the Green room, the Archive Centre; Mr Steynor **invited** the Committee to attend this meeting where historical documents purchased by the Record Office through NORAH grants, would be on display for viewing.

**Future Meetings:**

Date	Time	Venue
3 April 2020	10:30	Green Room, Archive Centre, County Hall
3 July 2020	10:30	Green Room, Archive Centre, County Hall
30 October 2020	10:30	Green Room, Archive Centre, County Hall

The meeting ended at: 11.45

**Cllr Chenery of Horsbrugh,  
Chairman of the Committee**



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# Norfolk Records Committee

## Item 7

<b>Decision making report title:</b>	<b>Appointment of Co-opted Members</b>
<b>Date of meeting:</b>	<b>30 October 2020</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr Margaret Dewsbury (Cabinet Member for Communities and Partnerships)</b>
<b>Responsible Director:</b>	<b>Steve Miller (Director, Culture and Heritage)</b>
<b>Is this a key decision?</b>	<b>No</b>

### **Executive summary**

The Committee is asked to take this opportunity to consider the appointment of the three Co-opted Members and one Observer Member (all without voting rights) for the period 2020/21

### **Recommendations:**

That the Committee appoints three co-opted Members and one Observing Member for the period 2020-2021:

- **The Committee to confirm the appointment of three Co-opted Members and one Observer Member (all without voting rights) for the period 2020/21.**
- **These three Co-opted Members are Mr M R Begley, Prof C Rawcliffe and Alan Steynor, and an Observer Member, Dr V Morgan.**

## **1. Background**

- 1.1. Each year the Norfolk Records Committee appoints three Co-opted members and an Observer Member. These members do not have voting rights but do provide expert advice and scrutiny. They join other non-voting members who represent key stakeholders in the service.
- 1.2 The nominations are:
  - i. Mr Michael Begley,
  - ii. Professor Carole Rawcliffe
  - iii. Mr Alan Steynor
  - iv. Dr Victor Morgan

## **2. Issues, risks and innovation**

- 2.1. 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.

## **3. Background**

- 3.1. There are no other documents to which this report refers.

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

**Email address :** [gary.tuson@norfolk.gov.uk](mailto:gary.tuson@norfolk.gov.uk)



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# Norfolk Records Committee

Item No: 8

<b>Decision making report title:</b>	<b>Finance and Risk</b>
<b>Date of meeting:</b>	<b>30 October 2020</b>
<b>Responsible Cabinet Member:</b>	<b>Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)</b>
<b>Responsible Director:</b>	<b>Steve Miller (Director of Culture and Heritage)</b>
<b>Is this a key decision?</b>	<b>No</b>
<p><b>Executive Summary</b></p> <p>This report covers the NRO revenue budget for 2020/21, capital programme and reserves and provisions. Section 2 provides the Committee with an update on the service risk register.</p> <p>Section 3 also covers the 2021/22 budget and the general overview of the wider corporate budget position and the specific proposals relating to this committee that support closing the budget gap.</p> <p>The main issues for consideration by this Committee are:</p> <ul style="list-style-type: none"> <li>• Progress with NRO Revenue budgets, capital programme and Reserves and Provisions indicates that the service is forecasting a balanced position.</li> <li>• Progress with risk management for NRO.</li> </ul> <p><b>Recommendations</b></p> <ol style="list-style-type: none"> <li>1. To forecast position of the revenue budget, capital programme, reserves and provisions</li> <li>2. To consider and comment on management of risk for 2020/21</li> </ol>	

## 1. Revenue Budget

- 1.1. The budget for 2020/21 is £743,840 and is summarised in the table below. We are currently forecasting an overspend of £48,208.

Service	Current budget £	2020/21 forecast Outturn £	Forecast +Over/ Underspend £
Salary	960,750	957,675	(3,075)
Premises	3,920	3,001	(919)
Travel	2,240	1,273	(967)
Supplies & Services	48,040	110,886	62,846
Support Services	1,110	1,692	582
Capital	272,070	272,070	
<b>Income</b>			
Grant Income	(307,640)	(361,646)	(54,006)
Sales fees and Charges	(220,650)	(170,000)	50,650
Other Income	(16,000)	(22,904)	(6,904)
<b>Total</b>	<b>743,840</b>	<b>792,047</b>	<b>48,207</b>

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

## 1.2. **Capital programme**

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

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

## 1.3. **Reserves and Provisions**

1.3.1. The table summarising the position appears below.

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

## 2. **Risk Management**

2.1. The Service continues to manage the risks to its objectives both internal and external. The Risk Register is reviewed and updated on a quarterly basis and was last reported to this Committee at the last meeting. A summary of the Risk Register based on the most recent reviews appears at Appendix A.

2.2. The Register contains six key risks, three 'high' level, two of which are currently assessed as a 'medium' level risk, while one is assessed as 'low'.

2.3. All risks are being well managed. One of the risks is assessed as being met and is shown as green whilst another is shown as 'Green – on schedule' progress

towards achieving target risk score, and the other three are showing 'Amber' and with further planning should be met.

- 2.4. The impact of the unmet risks on the budget has been assessed as follows:
  - 2.4.1. For RM13959 'Loss of or reduction in funding' The NRO will not be able to meet its income generation targets in 2020-21. As detailed in paragraphs 1.2 and 1.3 above, this risk is being dealt with centrally.
  - 2.4.2. For RM13963 'Inability to continue collecting archives', an increased level of accessions would reduce the available space more quickly than planned. Additional space is being created to reduce this risk, but this work will not provide a long-term solution to the space issue. During the last 6 months very few accessions have been received by the NRO. However, a backlog is building up and there is likely to be increase pressure from the deposit of records identified during the pandemic and from businesses which have gone into liquidation.
  - 2.4.3. For RM14164 'Failure to meet growing public expectations on access', With the NRO searchroom closed until September and the current restrictions on opening, the normal level of access is not being provided. This is being kept under constant review and steps to ameliorate problems will be taken where possible. In the longer term, work to enhance descriptive data will continue and has been given a boost by staff working from home in past six months. Enhancement of descriptive metadata will continue to be a priority for service development.
  - 2.4.4. For RM14165 'Failure to collect, preserve and make accessible new formats of archive', The NRO has digital preservation tool in place and has been able to accept some digital deposits in the last six months, However, there will be increasing demand for digital preservation services and the NRO needs to be ready to meet these. This is likely to be accelerated by the pandemic which is heightening awareness of the need for digital preservation.
  - 2.4.5. For RM14167 'Collection at risk through unexpected events', due to the special nature of the NRO collection the usual NCC continuity planning has to be reviewed and adapted. This is mitigated through the roll out of specific Emergency Plan, in which all staff, are trained. New staff are included in training plans. This risk is classed as 'Met' but will continue to be reviewed and remains on the risk register.
  - 2.4.6. For RM14291. 'Long-term sustainability of metadata'. The migration of catalogue, accession and location data from the old CALM system has now been completed and this risk has been removed from the risk register.

### 3. 2021/22

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

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

- 3.2. The report also highlights the remaining budget Gap of £15.062m

### 4. Issues, risks and innovation

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

### 5. Background Papers

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

### Officer Contact

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

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

**Email address:** [andrew.skiggs@norfolk.gov.uk](mailto:andrew.skiggs@norfolk.gov.uk)

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

**Email address:** [gary.tuson@norfolk.gov.uk](mailto:gary.tuson@norfolk.gov.uk)



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## Appendix A

<b>Risk Number</b>	RM13959		<b>Date of update</b>		12 October 2020					
<b>Risk Name</b>	Loss of or reduction in funding									
<b>Risk Owner</b>	Gary Tuson		<b>Date entered on risk register</b>		31 March 2009					
<b>Risk Description</b>										
Loss of or reduction in levels of external funding (including NCC) and income generation, could lead to a										
<b>Original</b>			<b>Current</b>			<b>Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	5	20	5	3	15	4	3	12	Mar-21	Amber
<b>Tasks to mitigate the risk</b>										
Covid-19 has had a significant impact on income generation in a number of areas. NCC are aware of this and taking it into account in their overall budget planning.										
<b>Progress update</b>										
Central government grants being applied for to cover the impact of failing to meet income generation targets										



Risk Number	RM13963	Date of update			12 October 2020					
Risk Name	Inability to continue collecting archives									
Risk Owner	Gary Tuson	Date entered on risk register			27 February 2014					
Risk Description										
The NRO was designed to accommodate 15 years of expansions space starting from 2003. There has also been an increased level of accessions. Actions have been taken to make storage more efficient but this is not a long term solution. There is also the risk that actions to rationalise storage elsewhere in the council will lead to an increased rate of deposit in the NRO.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	3	6	4	3	12	3	2	6	Mar-21	Green
Tasks to mitigate the risk										
Work on reorganization of space has been delayed in 2020.										
Progress update										
Part of the new shelving system has been installed.										
Rates of accumulation have been very low in 2020, however this is likely to be offset by an increase in 2021-22.										

<b>Risk Number</b>	RM14164					<b>Date of update</b>		12 October 2020		
<b>Risk Name</b>	Failure to meet growing public expectations on access									
<b>Risk Owner</b>	Gary Tuson					<b>Date entered on risk register</b>		27 February 2014		
<b>Risk Description</b>										
Public are not able to access collections as easily as they expect through modern technologies										
<b>Original</b>			<b>Current</b>			<b>Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	4	4	16	3	3	9	31/012/2020	Green
<b>Tasks to mitigate the risk</b>										
Enhancement of metadata in selected areas										
Restricted access due to need for social distancing is reducing access to collections										
<b>Progress update</b>										
Project undertaken to add low level metadata to selected series of records.										
Review of searchroom arrangements being undertaken										

Risk Number	RM14165			Date of update			12 October 2020			
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			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	5	20	3	5	15	2	5	10	Mar-21	Amber
Tasks to mitigate the risk										
Proceedures and tools in place to enable digital deposits to be ingested and managed										
Progress update										
Awareness of issues around digital preservation being raised outside of the Record Office										

Risk Number	RM14167			Date of update			12 October 2020			
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			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
1	5	5	1	5	5	1	5	5	Mar-21	Green
Tasks to mitigate the risk										
Disaster / emergency plan training to be rolled out										
Progress update										
New starters at Record Office all trained in Emergency Plan procedures This risk needs to be constantly managed.										

# Norfolk Records Committee

Item No: 9

<b>Decision making report title:</b>	<b>Performance Report</b>
<b>Date of meeting:</b>	<b>30 October 2020</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr Margaret Dewsbury (Cabinet Member for Communities and Partnerships)</b>
<b>Responsible Director:</b>	<b>Steve Miller (Director of Culture and Heritage)</b>
<b>Is this a key decision?</b>	<b>No</b>
<p><b>Executive Summary</b></p> <p>This report provides information on work carried out by the Norfolk Record Office over the last six months. This includes information on educational activities, volunteer work, collection development, conservation and public access.</p> <p><b>Recommendations</b></p> <p>1. To consider the actions taken by the Record Office to provide a service during this period and comment accordingly.</p>	

## 1. Background and Purpose

- 1.1. The Norfolk Record Office closed to the public on 19 March. Since then most staff have been working from home. A limited on-site presence was maintained to:
  - Ensure the safety of the collection.
  - Continue answering urgent requests for copy birth, death and marriage certificate
  - Provide access to the archives when needed for official purposes (for example coroners' files, legal files)
- 1.2. Apart from occasional visits to cover the above, all NRO staff began working from home. This work is detailed below.
- 1.3. **ENSURING ARCHIVES ARE ACCESSIBLE NOW AND IN THE FUTURE**
- 1.4. **Providing public access service**
- 1.5. Public access service

- 1.6. On 14 September, the NRO searchroom reopened to the public with a restricted service based upon
- Advance booking of seat and documents
  - Access limited to original documents - no microforms, catalogues or ICT
- Two sessions for six people per day with a lunchtime closure for cleaning.
- 1.7. The level of service being provided is constantly being reviewed to ensure that procedures are appropriate and to see where improvements can be made. Currently the NRO is looking at the risks around making microfilms available to the public.
- 1.8. Digitization: Remote Access
- 1.9. From 13 July, the NRO was able to offer some additional access to the Collection when it restarted its remote digitization service. This service has proved very popular with 69 (3,028 frames) orders received since it became available.
- 1.10. This service is heavily dependent on the detail available in the NRO catalogue. The more detailed the description, the more likely that the service will be of use. Where descriptions are only available at a high level (e.g. collection, series or volume) a digitization on demand service is not capable of replacing physical access in the searchroom.
- 1.11. Digitization: The Second Air Division Project
- 1.12. During this reporting period, the Norfolk Record Office (NRO) has continued its project to digitize and publish online the Second Air Division Memorial Library's archive collection. Fortunately, by the end of March 2020, most of the material in scope of the project had been digitized. This has allowed the project team to process the material whilst working from home. This has included uploading catalogue and digital surrogate files to the digital archive website; checking catalogue information and the quality of digital surrogate files; searching for sensitive content and rights issues; carrying out remedial work such as redaction of potentially sensitive material and finally publishing online. Just over 900 archival pieces are in scope of the project. Excluding sound recordings each piece represents a physical grouping of archival documents which would normally be presented to a researcher in the public searchroom e.g. a bundle of letters or pamphlets or a photograph album. On average, in this project, a piece contains about 40 images. For sound recordings, a piece is a single recording which typically equates to a side of a cassette. As of 6 October, 58% of the pieces in scope have been published online. This equates to over 14,000 images and 13 sound recordings. It is hoped that most of the pieces in scope will have been completed by early November 2020.
- 1.13. **Conservation and Preservation**
- 1.14. Conservation work has been severely restricted during this period.

- 1.15. While access to the collection was not possible, members of the team were able to contribute to other projects such as the SAH hospital record index and the birth transcription index. One member of the team worked for NCC packing food parcels and PPE for carers and schools and one put the information from the volunteer project to clean the Horner maps into a database. It gave us the opportunity to assess and update policies and advice leaflets and to reorganise our electronic files especially the database of photographs.
- 1.16. The Wellcome Trust funded phase of the Richard Bright project was completed just before Lockdown and the final report to enable the drawing down of the remaining monies was completed from home. The next phase, funded by the National Manuscript Conservation Trust and other private donors commenced in July, with the project conservator being the only person in the building at times. We were able to order a new unit for the suction table which was made during the last few months and has now been fitted and the table serviced.
- 1.17. An order of boxes for Nottingham University Rare Books library needed to be completed and delivered before the end of July otherwise the funding would have been withdrawn. The 200 boxes were able to be made in the box-making room and delivered on time. A further order for another 200 boxes has been quoted for and is due for completion at the end of September. Another order of boxes for Holkham hall has also been completed and is being collected by staff from the hall.
- 1.18. Now that Conservators are being allowed more access to the studio, work has begun on some exhibition items for King's Lynn museum and for items for the Paston Footprints exhibition which is due to open at TAC in March. Digitisation of the Richard Bright papers has begun. Boxes are being made to facilitate the moving of the collection accessions paperwork to improve security of the information and make further space for the Historic Environment Record (HER) move into the building from Gressenhall.
- 1.19. Monitoring of strongrooms
- 1.20. The monitoring of environmental conditions in the strongrooms was an important part of the Preservation that needed to be done during Lockdown to ensure that the collection was safe. At one point, IT changed some of the IP addresses of the monitoring equipment which meant that we lost contact with the system and needed to make site visits to TAC to check the conditions, but this was resolved within a month. The annual environmental monitoring report was also compiled and delivered.
- 1.21. **ENABLING NEW AND WIDER AUDIENCES TO BENEFIT FROM THE USE OF ARCHIVES**
- 1.22. **Develop skills and realise educational benefits of using archives**
- 1.23. The Education and Outreach team have rapidly adapted and innovated to enable the NRO to provide a remote service supporting education, learning and engagement in all areas.

1.24. Formal Education

1.25. The Norfolk Record Office Education and Outreach team have adapted existing materials in alternative formats to allow for teachers and pupils to continue to access them. This includes:

1.26. Creating three activity packs early in the pandemic which could be used by pupils for home schooling. Topics were: Working as an Historian; Introduction of the Railways and Norfolk: A County of Welcome. A fourth pack was created by the King's Lynn Borough Archivist using materials from our World War Two workshops. These were advertised to parents and teachers through our social media channels and to teachers through our Primary School Ebulletin.

1.27. Creating four virtual workshops for Primary Schools. These are 45-minute sessions which can be run for schools using Zoom or Teams. Each session is interactive allowing pupils to engage with the documents. The virtual workshops were launched in September when schools returned from the summer break. Details about the workshops can be viewed via our blog and were advertised to school in an Ebulletin. In the first three weeks of term two workshops have taken place, for 60 pupils.

1.28. Staff have been working with the project team for the Paston Footprints project in order to create several workshops and sessions based on the history of the Pastons for both Primary School and Secondary School pupils.

1.29. We have continued to liaise with the UEA bloggers who were trained just before the start of lockdown. By providing photographs of the documents they wished to consult several students have been able to continue working on their blog posts.

1.30. Lifelong Learners

1.31. During late spring and early summer, we ran a trial of online workshops for adult learners. These focused on how to trace the history of your house and trace your family tree. Each workshop included a 45-minute presentation, a workbook, and links to Website Tutorials demonstrating how to access the sources online. During this period, we ran 10 trial workshops to 98 participants.

1.32. In September we launched our Autumn programme of online events. These include:

- House history, family history and advanced family history workshops.
- Mindful Mondays, a series of sessions in which participants can download some of the line drawings in our collection and colour them whilst having a chat online. The aim of these session was to help improve people's mental health and wellness during this time.



- History Talks, a range of talks by internal and external speakers. These were arranged on Zoom so that members of Vision Norfolk (formally the Norfolk and Norwich Association for the Blind) could dial in via telephone and listen to the talk too.
- A Quiz evening, using questions based on our archives and the history of Norfolk.
- Outrageous Archives, a repeat of a popular session from last year looking at documents not normally showcased.
- Adult craft sessions, including making Christmas decorations and papercraft flowers. Participants are given a list of materials in advance and then follow our instructions in order to create their craft. The crafts were inspired by collections within the archives.

All events are advertised on a new page of the Norfolk Record Office blog which includes booking links or (for non-booking events) direct links to Zoom or Teams.

So far four events have taken place during September to an audience of 71 people.

- 1.33. Two Archival Ambulations were created and added to our YouTube channel before the start of the summer. These were aimed at encouraging people to walk for health and wellbeing, and to enable people to find an alternative route for their daily exercise.
- 1.34. Two how-to videos were created detailing how to make a junk modelling bathing machine and a coat of arms. These were posted to our YouTube channel and Instagram for children to create with their parents during the summer holidays.
- 1.35. Social media
- 1.36. During the period 19 blog posts have been published on the Norfolk Record Office blog. This includes 6 written by bloggers, 9 by staff and another 4 by guest writers. The blog was viewed 16,199 times by 10,027 visitors (visits and views doubled for the month of September compared to a usual month due to our new Events Online page being launched).
- 1.37. During the period the Norfolk Record Office ran several campaigns on social media. These included a weekly Document in Detail post, the A to Z of archives and Village Views.
- 1.38. From April staff expanded the material included on the Norfolk Record Office YouTube channel, to include Website Tutorials (to accompany our online workshops), videos to accompany the school activity packs, Document in Details, Archival Ambulations and other material. From April to September videos on the site were viewed 3,148 times (with only 67 views in April compared to 878 views in June once the new content started to become

available). We had 111 new subscribers and people watched a total of 153 hours of videos on our channel.

- 1.39. Overall, this period has encouraged us to re-think how we run sessions and make them accessible to a new audience as well as running them differently for our existing audience. It has also allowed participants from other countries to join us, including both Australia and the United States.

1.40. Paston Footprints Project

- 1.41. The NRO has been working with the Paston Heritage Society and University of East Anglia on an exhibition and programme of learning events for spring 2021.

Planning for the exhibition in the Long Gallery is well underway. The interpretive plan has been agreed and documents have been selected. Work to develop school workshops and an accompanying events programme for adults (including talks, workshops, and classes on palaeography and using title deeds) is also in progress. The project archivist has produced a taxonomy which will be used to subject index all the letters (medieval to late 17th century) on the Paston Footprints website. Paston project subject terms are being added to the NRO's list of subject terms where they are not already included in our taxonomy.

1.42. Wellbeing

1.43. Archives for Wellbeing Network

- 1.44. In December 2020 the NRO secured a grant from the National Archives to set up an Archives for Wellbeing Network. This was aimed at expanding the Change Minds project nationally. However, plans have had to be changed since March and one area the project officer has been supporting is the History Begins at Home project. This is national project being led by the Norfolk Record Office. It aims to encourage conversation between family, friends and generation about the past as a way of relieving loneliness and improving mental wellbeing. More details can be found on the project's website: [www.historybeginsathome.org](http://www.historybeginsathome.org)

1.45. Change Minds: Dr Hills' Casebook

- 1.46. The NRO is in partnership with the Restoration Trust and the UpShoot Theatre Company in a mental wellbeing project based upon the Change Minds methodology. This project uses the research element of Change Minds, but instead of creative writing and art for the creative part of the course, is working with a writer and professional actors to create a touring stage play. It has received funding from the National Lottery Heritage Fund and from NORAH. The project has had to be redesigned to enable sessions to be delivered online.

1.47. **ENABLING THE NORFOLK RECORD OFFICE TO CONTINUE RECEIVING ACCESSIONS**

1.48. **Managing and Developing the NRO Collection**

1.49. Accessions

- 1.50. Accessioning has been very limited within this period and only 8 have been received as opposed to 136 in the same period in 2019. These were items transferred electronically or received by post.

1.51.

ACC 2020/1	Norfolk and Norwich Festival does Radio Local	May 2020
ACC 2020/2	Waveney Transport Briefing and Sustainable Transport and Environment for Eastern Region (STEER)	1991-2002
ACC 2020/3*	Dickleburgh Parish Account	31 Jul 1545
ACC 2020/4*	Deeds relating to Norwich, Shropham, Banningham, Brisingham and Edgefield	c 1275-1564
ACC 2020/5	Waveney Transport Briefing and Sustainable Transport and Environment for Eastern Region (STEER) newsletters	1997-2007
ACC 2020/6	Seething National (later Council) School Log Book	1874-1916
ACC 2020/7	Marriage settlement of Thomas Spilling esq. of Oxford University and Miss Helen Marie Frances Costerton of Great Yarmouth	4 May 1846
ACC 2020/8	Sketch of a war agricultural camp in the grounds of Beaupre Hall, Outwell	14-21 Jul 1945
ACC 2020/9	Honing Estate Papers	1869-1891

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1.57. **ENABLING PEOPLE TO DISCOVER INFORMATION FROM ARCHIVES**

1.58. Migration of Catalogue Metadata to a New System

1.59. Work on migration of metadata from the NRO's old catalogue to the new Atom system has now been completed. The new system contains 856,086 archival descriptions. This has been a major task, but it now means that all the NRO's catalogue data is in a standards compliant format which can be accessed either via the new catalogue system or as raw data in a database. The data is also linked to a growing number of authority records. These detail names and places mentioned in the records, subjects (what a document is about) and genres (what a document is). So far 1,978 subject terms have been added to Atom along with 135 genres. The project is now preparing to make the catalogue available online a replacement for the existing NRO Catalogue.

1.60. Cataloguing and Indexing Projects

1.61. Staff working from home have been indexing and cataloguing from digitized records. These provide a good example of the difference between existing descriptions and the way their use can be transformed by the addition of rich metadata making them suitable for remote ordering.

1.62. Consistory Court Depositions: Staff have indexed 1636 depositions from 16th to 18th centuries. Previously these books had been catalogues by volume, e.g. DN/DEP 36/39 Deposition Books, 1614-15. This work will enable them to be searched by names, places and type of cause.

1.63. St Andrew's Hospital Case Books: Staff have indexed 2,654 case notes. Again, these had previously been catalogued by volume and now will be searchable in new ways such as name, place, type of illness.

- 1.64. Gaps in the indexing are now being filled and code has been written which will transform the data into a format suitable for importing into Atom as name authority records and as descriptions.
- 1.65. Addition and Linking of Authority Records
- 1.66. Staff have been supplementing the information in Atom to enable facets searching on names, places, subjects and genres. In total 11,256 have been added.
- 1.67. Birth Registration Indexing
- 1.68. This project aims at improving the efficiency of the NRO's certificate service by speeding up the process of locating birth entries, as well as providing a useful research index. Staff have transcribed some 193,688 entries into spreadsheets which can now be searched electronically. Most of the Norwich registration district, 1837-1968, has been completed, and work has started on the Great Yarmouth district.
- 1.69. Unlocking our Sound Heritage (UOSH)
- 1.70. The East of England Hub was well equipped to work from home through lockdown. Cataloguing continuing throughout with the Sound Engineer creating training materials, building 'history phones' and an app to help extract metadata from the British Library which can be used to add data to the NRO catalogue.

In total the project has now achieved the following:

- Items digitised: 2691
- Recordings ingested: 3656
- Recordings copyright cleared for online access: 294

The UOSH Project Manager was deployed on 23rd March with the Army Reserves to support the government's Covid-19 response. He will be returning to the project to handover to the Cataloguing Manager who will be continuing to fill in as Project Manager. During this period a new Cataloguing Officer started in April.

The project's learning and outreach work has also continued during this period. This has included:

- Two downloadable family activity packs themed on sound to help home learning during lockdown.
- A series of YouTube videos made in conjunction with UOSH content contributors, local charities and artists to promote sound heritage, showcase UOSH collections and improve digital skills. This series, called 'A Summer of Sounds' included:
  - Helen Aitkinson Creating Soundscapes views 51
  - Richard Fair Seeking Sounds views 120
  - Helen Aitkinson Foley Sound Effects at Home views 84

- Dr Christopher Hilton Lives in Harmony: The Red House and Archive of Benjamin Britten and Peter Pears 151
- Norfolk Wildlife Trust Sounds of Summer 108
- A YouTube talk for Norfolk Day from The Norfolk Dialect Association and featuring clips from UOSH collections. This has been viewed 339 times.

1.71. **PROVIDING A SUSTAINABLE SERVICE**

1.72. Norfolk Archives and Heritage Development Foundation (NORAH)

1.73. NORAH has provided two grants during this period:

£600 to the History Begins at Home campaign (detailed in the Archives for Wellbeing Network section of this report

£1,260 for purchase of documents: from 1275 to 1564

1.74. Community Archives : Skills, Support and Sustainability

1.75. Another project which started during this period was the Lottery funded Community Archives: Skills, Support and Sustainability (CA3S). Two new members of staff, a project manager and project archivist started work in April.

The project has had to be refocused and re-planned to take into account differing methods of delivery. Since then it has:

- Met with each of the 30 project partners in Community Archives throughout the country
- Commissioned branding and design

Developed online training resources (for which positive feedback has been received from as far as Hong Kong). These can be found at

<https://www.archives.norfolk.gov.uk/community-archives>

## 2. **Financial Implications**

2.1. The implications for finance are set out in the section above and in the Finance Report presented to this committee.

## 3. **Other Implications**

### 3.1. **Legal Implications**

The NRO has managed to continue to provide access for legal purposes in line with its role as a place of record.

### 3.2. **Equality Impact Assessment (EqIA)**

The contents of this report do not have an impact.

## 4. **Recommendations**

- 4.1. 1. To consider the actions taken by the Record Office to provide a service during this period and comment accordingly.

### **Officer Contact**

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

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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.