

# Corporate Plan 2012-2015

& Business Plan 2013-2014

National Records of Scotland  
Corporate Plan 2012-15 & Business Plan 2013-14

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## Introduction

National Records of Scotland (NRS) has a wide and diverse community of stakeholders and plays a central role in the cultural, social and economic life of Scotland, supporting several of the Scottish Government's key National Outcomes and measuring its Population Purpose Target. We perform the registration and statistical functions of the Registrar General for Scotland and the archival functions of Keeper of the Records of Scotland, including maintaining the archives as one of Scotland's five National Collections, and our leadership role for Scottish archive and record professionals.

We continue to see considerable reductions in public spending and NRS therefore needs a clear set of priorities in order to ensure that the resources we have are used wisely and professional standards maintained. The priorities set out in this document are nevertheless ambitious. Even within a timescale which reflects this, we will need to approach their achievement creatively, not only by reviewing the use of resources we have internally, but by working in partnership with other organisations where possible, increasing our efficiency, and using ICT to support business innovation and maximise revenues from services for which we charge.

## Our Vision for 2022

By 2022, NRS will be renowned for the values which are important to both our staff and our stakeholders:

World leading and Scottish

Professional and motivated

Friendly and accessible

Dynamic and innovative

Trustworthy, secure and respected

Well run

We will achieve this by focusing on a set of priorities for 2022 centred around four key themes and five strategic objectives.

## **NRS Key Themes**

NRS provides support to Scottish Ministers and its work contributes towards several of the Scottish Government's key priorities. Four key themes encompass our work:

### **Preserving the past**

We preserve the nation's records in our care so that they are available for current and future generations, holding them securely and ensuring that information which is restricted or of a sensitive personal nature is protected from unauthorised access. We advise other bodies on the care of records and archives, and maintain the National Register of Archives for Scotland, which keeps track of archives in private hands and facilitates access to them.

### **Recording the present**

We run Scotland's Census and administer the registration of births, deaths, stillbirths, marriages, civil partnerships, divorces and adoptions, maintain the National Health Service Central Register and the Scottish Register of Tartans, and produce geographic data which is used throughout the public sector. We advise a wide range of public authorities on the care and management of the records they create, including in digital formats. We are responsible for agreeing arrangements for the management of public records created or held by named public authorities or by contractors who carry out any functions of those authorities.

### **Informing the future**

We collect, produce analyse and publish official demographic statistics, drawn from the Census and other sources, to inform government policy, medical, academic and other research. We provide onsite and online facilities for people researching all aspects of Scottish life, including historians, genealogists and academics. We provide a range of education services. We are responsible for identifying records from public bodies including Scottish Government, the courts, government agencies and the Scottish Parliament which are of permanent historical value and ensuring that these are added to the nation's archives. We enhance our existing collections by acquiring other historical records of national importance and have the power to make suitable arrangements for the disposal of other material including by transfer to another appropriate repository.

### **Working effectively**

We strive to work as effectively and efficiently as possible in all areas of our operations, reaping the benefits of the merger which created NRS to reduce our costs and our impact on the environment. We will use skill, expertise, knowledge and information technology to provide our services as efficiently as possible, and develop existing and new revenue streams. We will ensure that NRS staff are highly motivated, have the special skill sets appropriate to their responsibilities and that these are developed to meet new challenges. We will explore the potential for further collaborative work, specifically through data linkage and sharing agreements and on offering procurement support to Culture cluster bodies.

## **Strategic Objectives**

NRS has five overarching strategic objectives deriving from the four key themes:

1. To preserve the nation's records in our care, ensuring that the security of the information they contain is maintained, and to promote the preservation of records held elsewhere.
2. To promote improvements in the management of records including digital formats, by the public sector in Scotland in order to support good governance, accountability and efficient use of public resources.
3. To produce statistics and gather and record historical and contemporary information, about Scotland and its population.
4. To promote and extend the use of our records, data, expertise and statistical information, raising awareness, understanding and enjoyment of Scotland past, present and future.
5. To improve the effectiveness and efficiency of our organisation.

## **Business Plan 2013-14**

We continue to face growing demands, within a context of reducing levels of resources. To address this, the Management Board will undertake a strategic review of our activities. This will allow us to make decisions on the structures and priorities necessary for us to survive and thrive in 2013-14 and beyond. This will include a review of accommodation and storage needs and our income generation.

We will review the Objectives and targets we set ourselves back in 2012, following the merger and will make changes as required. However, as we do this, it will be important for us to continue to deliver on our existing commitments.

### **Strategic Priorities**

We have identified four strategic priorities which will be essential to deliver if we are to meet our objectives. These are strategic, so will not necessarily be delivered in year, however, they will be used to support decisions on allocation of resource and to help us to prepare plans for 2014-15 and beyond. To do this, we will explore the Management of Portfolio (MOP) methodology.

Our strategic priorities are:

1. Develop a coherent vision for NRS, which will support the creation of a unified organisation, with a clear strategic direction and appropriate supporting structures and processes.
2. Create a culture of Continuous Improvement, where our people are developed and empowered.
3. Embed a Customer focus across all NRS activities.
4. Ensure that NRS is able to collect, hold, preserve and make available all of its information assets and data in an appropriate way.

Each of these priorities will be supported by a range of programmes and projects.

## Portfolio Management

We will use Management of Portfolio techniques to track our activity and effectiveness. The following is a starting point, and further projects and programmes will be added as we progress through the year.

1. Develop a coherent vision for NRS, which will support the creation of a unified organisation, with a clear strategic direction and appropriate supporting structures and processes.
  - Development of a marketing and communication strategy to enable NRS to focus its resources to improve the delivery of products and services to customers in line with its strategic aim and objectives.
  - Records Management Consolidation Programme.
2. Create a culture of Continuous Improvement, where our people are developed and empowered.
  - Implementation of an ICT solution for NRS.
  - Planning for end of life and continual improvement for ICT solutions.
  - Participate with The National Archive to develop a UK Archives Accreditation Standard, with NRS itself presented for accreditation.
  - ISO 27001- Compliance with the code of practice for information security managers.
  - Business Continuity Management.
3. Embed a Customer focus across all NRS activities.
  - Improve the searching, dissemination and presentation of information to customers, whether onsite or online, by providing 21st Century Public Services. (end date beyond 2013)
  - Implementation of the Public Records (Scotland) Act 2011.
4. Ensure that NRS is able to collect, hold, preserve and make available all of its information assets and data in an appropriate way.
  - Complete dissemination of 2011 Census Outputs and deliver a controlled programme closure.
  - Investigate the options for the delivery of Census information in 2021 and prepare a Business Case to allow a Ministerial decision to be taken in 2015.
  - Ensure that NRS records in all formats are appropriately stored and preserved – including Digital Data Archive.
  - Implementation of the Public Records (Scotland) Act 2011.

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- Vital Events System re-write.
- Postcode Management System.
- Scottish Address Database for NRS.
- Complete Station Road Clearance.
- Digitising Scotland.
- Digitising+ Strategy.
- Creation of a National Data Sharing and Linkage Service by end of 2013 to improve the sharing of data for statistics and research purposes across government.

## Annex A - NRS Governance Structure

The Chief Executive of NRS holds two statutory posts, the Registrar General and the Keeper of the Records of Scotland. He is supported in these roles by six Divisions, working together to achieve the strategic objectives of NRS.

The senior governance body of NRS is the **Management Board**, chaired by the Chief Executive and comprising of three externally recruited Non-Executive Directors and the Heads of each of the six divisions of NRS. The main purpose of the Management Board is to provide assurance and guidance to the Chief Executive on the discharge of his statutory functions as Registrar General/Keeper. The Management Board considers strategic matters

The **Senior Management Team** (SMT) is also chaired by the Chief Executive and attended by all Divisional Heads in NRS and other senior managers as appropriate according to the discussion. The SMT is responsible for delivery of the strategy.

Each Division within NRS also has a management group to discuss objectives and risk.

A key aspect of business planning is measuring and reporting performance against plans. Performance reporting gives:-

- The manager responsible for delivery a formal mechanism for recording performance and sharing and discussing this with team members;
- The manager and senior managers a formal mechanism for reviewing progress, adjusting priorities and reallocating resources; and
- Stakeholders external to NRS confidence that we are working towards the outcomes they expect and doing so in an effective manner.

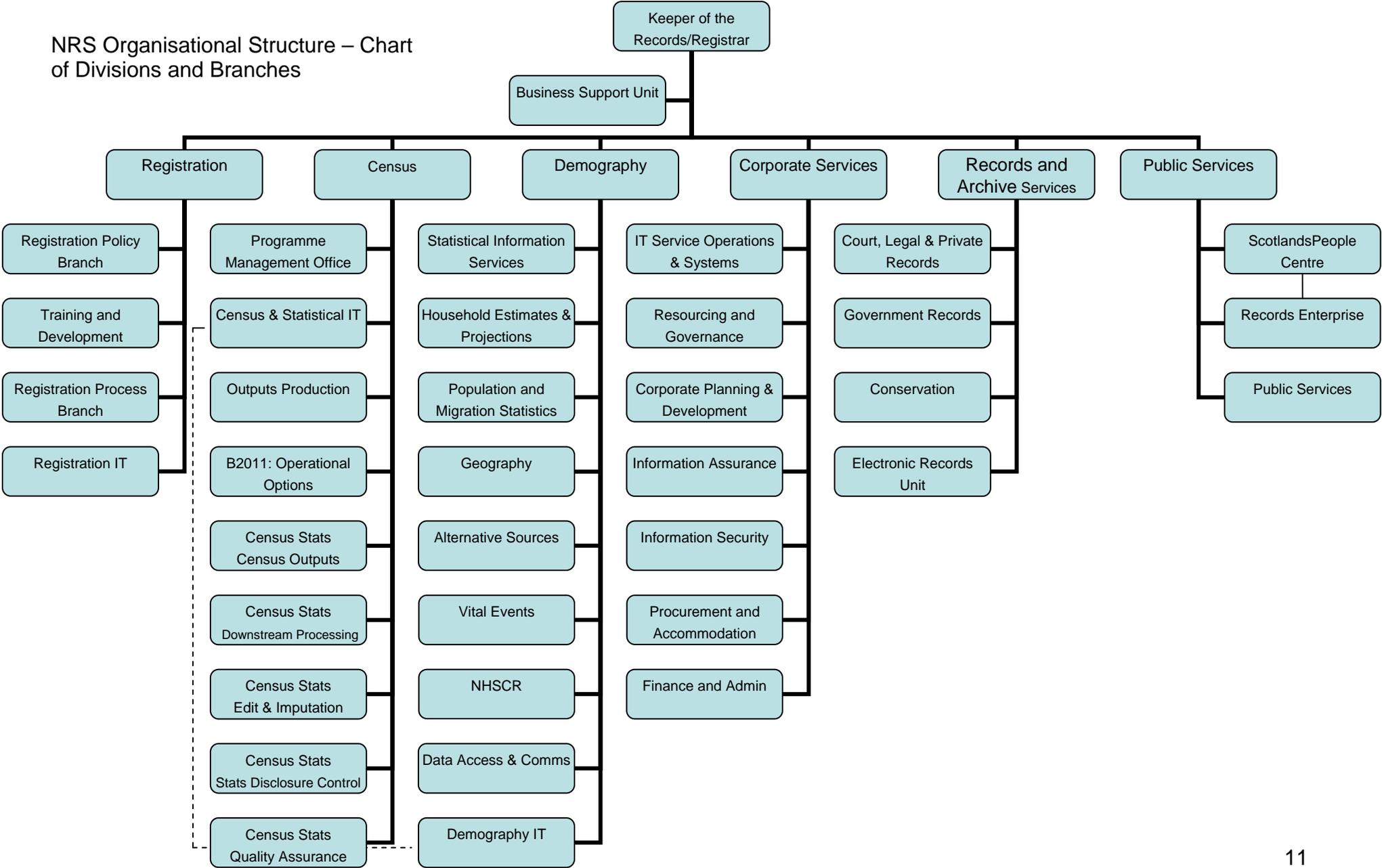
## NRS Organisational Structure

The six Divisions are as follows:

- **Records and Archives Services:** Deals with issues related to archives and record-keeping. It selects, preserves and conserves, and catalogues records of permanent historical value in all formats created by outside bodies and NRS. It leads on the development of guidance for the new Public Records (Scotland) Act 2011 and advises government bodies, the courts, private and corporate owners about their record-keeping responsibilities. This Division has an important role in ensuring that, along with other national archives around the world, NRS remains at the fore-front of new developments in record keeping.
- **Public Services:** Encompasses NRS's public services, both on-site and on-line. On-site services include Extract Services, ScotlandsPeople, the Historical Search Room and the Legal Search Room, as well as a special service for adopted individuals. It meets NRS's statutory duty to provide extracts from various legal registers including the registers of births, deaths, marriages, civil partnerships, adoptions, and sasines. The NRS's education and outreach programmes, its online resources team, digital imaging unit and the Scottish Register of Tartans are also housed in this division.
- **Registration:** Responsible for the administration of civil registration of vital events (births, deaths, stillbirths, marriages, civil partnerships, divorces, dissolution of civil partnerships, gender recognition and adoptions). It is also responsible for the administration of the statutes relating to the legal preliminaries to marriage and civil partnership, and the solemnisation of civil marriages and registration of civil partnerships. It looks after the IT systems which make possible the electronic capture and distribution of information for registration purposes.
- **Census:** Responsible for the delivery of the results from the 2011 Census programme. Census results help to plan a better future for Scotland and its local communities. Central and local government, health authorities, businesses and community groups all benefit from the availability of Census information.
- **Demography:** Publishes statistical information about the people of Scotland such as births, deaths, migration, population estimates and projections. These statistics are used by the Scottish Government, local authorities and others to inform policies and also to help in planning.
- **Corporate Services:** Supports the work of other branches in the department. It is responsible for budgeting and spending reviews and revisions, coordinating and monitoring the corporate planning process. It arranges the supply of accommodation, voice and data communications, ICT, learning and development and office services. It liaises with the Scottish Government divisions who provide NRS with personnel, ICT and financial services.

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NRS Organisational Structure – Chart of Divisions and Branches



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**Annex B – NRS Objectives Link to SG National Outcomes**

