

# Annual Report & Accounts

2020-21

Preserving the past | Recording the present | Informing the future



Laid before the Scottish Parliament, SG/2021/51  
September 2021

© Crown copyright 2021

You may re-use this information (excluding logos and images) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit: <http://www.nationalarchives.gov.uk/doc/open-government-licence/> or e-mail: [psi@nationalarchives.gsi.gov.uk](mailto:psi@nationalarchives.gsi.gov.uk)

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

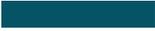
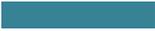
This document is also available from our website at:  
[www.nrscotland.gov.uk](http://www.nrscotland.gov.uk)

National Records of Scotland  
General Register House  
2 Princes Street  
Edinburgh  
EH1 3YY

Produced for National Records of Scotland by APS Group Scotland

Published by National Records of Scotland, September 2021

## Contents

	<b>04</b>	<b>Foreword from the Chief Executive</b>
	<b>05 – 27</b>	<b>Performance Report – Overview</b> <ul style="list-style-type: none"><li>– Performance Report – Overview</li><li>– Performance Report – Analysis</li><li>– Detailed Analysis of Performance</li></ul>
	<b>29 – 68</b>	<b>Accountability Report for the Year Ended 31 March 2021</b> <ul style="list-style-type: none"><li>– Corporate Governance Report</li><li>– Remuneration and Staff Report</li><li>– Parliamentary Accountability and Audit Report</li></ul>
	<b>69 – 95</b>	<b>Financial Statements for the Year Ended 31 March 2021</b> <ul style="list-style-type: none"><li>– Statement of Comprehensive Net Expenditure</li><li>– Statement of Financial Position</li><li>– Statement of Cash Flows</li><li>– Statement of Changes in Taxpayers' Equity</li><li>– Notes to the Financial Statements</li></ul>
	<b>96</b>	<b>Accounts Direction</b>
	<b>97</b>	<b>Appendix A – Corporate Governance Framework</b>

## Foreword from the Chief Executive

I am pleased to introduce the National Records Scotland (NRS) Annual Report and Accounts for 2020-21, my third since taking up post.



**Paul Lowe**  
Chief Executive, National Records of Scotland

This year has been marked by the tragic influence of the COVID-19 pandemic and the profound impacts this has had on society. I want to extend my deepest sympathies to everyone who has lost a loved one over the past year.

For NRS, the pandemic required us to focus clearly on our priorities; to protect customers and our staff; to maintain the integrity of the registration system; to introduce statistics and data that help tell the story of the pandemic and inform decision making; and to continue to deliver our essential services.

Colleagues across NRS have stepped up to the challenge in uncertain times to support the work of the organisation delivering for the People of Scotland. I want to say a profound thank you for their hard work, creativity, agility and dedication.

Through this difficult year there have continued to be a number of extremely positive steps forward in the work of NRS. There are too many to list in this introduction alone but they cover the full range of NRS services from statistics, registration and IT services to archives, digital records, public services, HR and the census programme.

In this report, you will find more information in these areas and our other work over this past year. I hope you enjoy finding out more about our achievements and our ambitious plans to further develop our services in future.

A handwritten signature in black ink, appearing to be 'P. Lowe', written in a cursive style.

**Paul Lowe**  
Chief Executive  
16 September 2021

## Performance Report - Overview

This section provides an overview of National Records of Scotland (NRS), its purpose, activities and structure, risks the organisation faced as well as the statement from the Chief Executive providing their perspective on the performance over the year.

### Chief Executive Statement on Performance

I am proud to reflect on the performance of NRS over this past year. Some of our most notable achievements have included:

- Evidence and data have been key to informing our understanding of and fight against the pandemic. Our statisticians and medical coders, supported by our IT and communications teams, have throughout the pandemic provided a range of critical data in our COVID-related mortality statistical reports.
- Our registration and IT teams, working in partnership with Local Government and the Scottish Government, moved swiftly to introduce a number of changes in light of the pandemic, including the introduction of remote registration of deaths, reducing risk for bereaved families and essential workers. For much of last year, these teams also maintained cover seven days per week to ensure that the integrity of the registration system was retained and that vital information on the impact of the pandemic was available constantly. Throughout the pandemic, we have continued to issue regular guidance and advice to Local Authority Registrars and have also worked with the funeral industry on procedures and the public health guidance.
- Our Incident Management Team was activated at the start of the pandemic in March 2020 and continues to run. This has been key to coordinating the internal NRS response to the pandemic and taking decisions. We were able to move rapidly to a predominantly remote-working basis, supported by onsite attendance where essential. We also put in place COVID-secure arrangements to ensure our critical services, such as our NHS Central Register team, essential customer facing services, our IT and estates support and our teams protecting our archives, were preserved.
- Our Vital Events team were recognised for their outstanding work in the Analysis in Government awards. Innovation has been at the core of the Statistical Directorate's work this year, creating more than 80 high-quality publications.

- We added one million new images from the kirk session records to our ancestry research service ScotlandsPeople. Free online access to this invaluable record set is the culmination of a decade-long project, now enabling release of many further collections including court papers and cabinet records. We have also made more of our educational resources available online than ever before, including online portals into our exhibitions on suffrage and 'criminal insanity'.
- Archives teams continued to engage with and support the wider archive and record-keeping community in a series of online events, while our digital archiving team extended its collecting to cover websites and Twitter feeds of public authorities at the forefront of dealing with the pandemic, to create a record of this period for future researchers. Where access to buildings limited normal working, we put in place emergency procedures in order to continue to support Scotland's judicial and legislative systems.
- We continued work to deliver the Census, which we plan to be the first principally digital census in Scotland. This year the legislation for the Census was concluded and the organisation continued work to develop the systems, processes and procedures required for this major programme. In light of the pandemic, Ministers took the decision to move the Census day to 20 March 2022 and we have worked hard to re-plan for the revised date, originally the Census was planned for 21 March 2021.
- We have also undertaken considerable work to support our people in a highly unusual and difficult year. We launched our staff wellbeing portal on our intranet, providing access to a range of resources. We have also advanced the NRS People Action Plan: our roadmap for delivering change and supporting our people, based on feedback from staff, developing plans on managing change, leadership, communications, organisational development, staff engagement and culture. We completed our independent Health and Safety review and are now implementing its findings. We also undertook an Internal Audit review, which gave us assurance of our Health and Safety arrangements in place in light of the pandemic response.

## Principal Activities

NRS is a non-ministerial department of the Scottish Administration. It is headed by a Chief Executive who fulfils the role of two non-ministerial office-holders, the Registrar General for Scotland and the Keeper of the Records of Scotland.

NRS performs the registration and statistical functions of the Registrar General for Scotland and the archival functions of the Keeper of the Records of Scotland, including maintaining the archives as one of Scotland's five National Collections. We hold UK Accredited Archive status.

NRS collects, preserves and produces information about Scotland's people and history, and makes it available to inform current and future generations.

The organisation holds records spanning the 12th to the 21st centuries which touch on virtually every aspect of Scottish life and is the repository for the public and legal records of Scotland but we also have many local and private archives.

NRS holds and makes available one of the most varied collections of records in Britain. The organisation provides a leadership role for archive and record professionals, and requires 250 named public authorities to submit records management plans for agreement by the Keeper.

The organisation oversees the registration of life events including births, marriages, deaths, civil partnerships, divorces and adoptions. NRS is also responsible for the statutes relating to the formalities of marriage and civil partnership, and the conduct of civil marriage, and for overall leadership of the registration service in Scotland.

The organisation takes the census of Scotland's population every 10 years, prepares and publishes regular demographic statistics revealing the size and characteristics of the population and households of Scotland.

NRS has a global audience for its work, with people all over the world researching their Scots ancestry, accessing NRS records online or as part of a visit to Scotland, and the Scottish Register of Tartans attracts worldwide interest.

## Strategic Objectives and Goals

**Vision:** To preserve the past, record the present and inform the future.

**Mission:** Increase our reach and impact and be recognised as a trusted, expert and professional organisation.

**Ethos:** We put people at the heart of what we do and deliver in accordance with our values.

### Values:

- **Professional:** Collaborating to share our professional skills and knowledge whilst increasing our skills and expertise.
- **Respectful:** Listening and respecting different views, learning from others and expanding our knowledge and grow together.
- **Accountable:** Being responsible for what we do, delivering with transparency and clarity of purpose.
- **Customer-Focused:** Knowing our customers to understand their needs, delivering a positive experience and encouraging feedback to improve what we do.

In 2020-21 NRS continued to build on the achievements of the previous financial years and were committed to:

- Manage the implications of the COVID-19 outbreak facing Scotland and the world, refocusing delivery priorities and concentrating on the impact of the outbreak on NRS.
- Work with a range of partners to design and deliver the next Census with successful and lasting benefits for Scotland.
- Deliver high-quality public services to NRS customers through online channels and manage the transition to re-open in person and other services in line with Scotland's phased approach to managing COVID-19.
- Deliver archive services by continuing to plan delivery of NRS forward strategy to protect, preserve and make available NRS records, invest in digital archiving and planning long term storage, whilst continuing to grow the engagement with the stakeholders and the wider archive and record-keeping sector and ensure that Scotland's response to COVID-19 is reflected in the historical record.
- Grow and invest in NRS people, develop as an organisation to enhance the way we operate, through investing in skills, knowledge management, leadership and capacity of the organisation. Continue to mature NRS governance to support the people-based approaches.
- Mature and improve NRS IT services through investment in the infrastructure, augmented by increased customer insight to inform NRS priorities and secure efficient, high-quality digital services.
- Focus on major programmes and improvements including the Census, network, hosting and security together with additional COVID-19 and other related improvements.
- Improve NRS programme management, information governance, delivery infrastructure and NRS estate to support our long-term goals.

## NRS Structure

<b>NRS Chief Executive</b>		
<b>NRS Executive Management Team</b>		
<b>Director of Statistical Services</b>	<b>Director of Information and Records Services</b>	<b>Director of Operations and Customer Services</b>
To deliver an optimum approach to all statistical services to maximise public value	To deliver modern information and archival services to maximise value across NRS and the wider public sector	To drive joined-up and customer-centred operations for NRs to improve customer value
Production, dissemination and promotion of demographic statistics, products; engagement with statistical community Census 2022 Stats design and processing, legislation, policy; and Census future	Records management, policy and practice; conservation, storage and digital preservation; information governance; collection policy and practice; engagement with archival community; Census 2022 archiving	Customer and registration services, communications and marketing, channel management, fees/charging policy, service innovations, Census 2022 collection and operations
<b>Director of IT Services</b>	<b>Director of Corporate Services/ Accountable Officer</b>	<b>Delivery Director</b>
To deliver good-quality and integrated IT services which support the business requirements and deliver good value	To develop a business-focused strategy and deliver services that support the easy running of NRS	To provide leadership and management of NRS major programmes
End-to-end delivery of IT services including IT assurance, governance, design, build, test, operational management and security, Census 2022 IT assurance, delivery, cyber security and BAU transition	Strategy and planning, governance and performance, finance, risk and assurance, procurement/commercials, estates, organisation development, Census 2022 finance, procurement and commercials	To shape and initiate a portfolio of business change; programme management; to deliver portfolio of NRS programmes and projects; cross-cutting business change function; Census 2022 delivery oversight

Figure 1: NRS structure

## Principal Risks

Significant strategic risks that NRS faced in 2020-21 included:

- The organisation's response and management of COVID-19, ensuring successful delivery of the critical service functions throughout and safeguarding NRS buildings for staff and customers.
- Delivery of the complex and high-profile Scotland's Census 2022 Programme (further details under Scotland's Census 2022 Programme and Associated Risks, on [page 14](#)) and the management of the commercial arrangements that support the programme.
- Ensuring that NRS has the specialist skills that we require to support organisational activities and deliver the key programmes, most notably those that are required to deliver the organisation's digital ambitions and the 2022 Census.
- Recognising the value and importance of the information assets we hold, both in terms of appropriately safeguarding them and of maximising the opportunities to use the information to benefit customers and stakeholders.

## Performance Report - Analysis



### Performance Measures

As part of the Scottish Administration, NRS contributes to the Scottish Government's purpose and key national outcomes but as a non-ministerial department, the organisation has its own identity and has developed its own strategy.

NRS published an evaluation of their strategic performance on the NRS website: <https://www.nrscotland.gov.uk/about-us/corporate-planning>

NRS has adopted a number of Key Performance Indicators (KPIs), which are measurable values that demonstrate how effectively the organisation is achieving its objectives.

Key Performance Indicators	2020-21	2019-20	2018-19
Online orders for certificates are dispatched within 15 days	96.20%	99.90%	99.98%
Phone or postal orders for certificates are dispatched within 8 days	Service not resumed	99.80%	99.99%
In person orders for certificates are dispatched within 5 days	Service not resumed	100%	100%
ScotlandsPeople customer enquiries are responded to within 3 working days	99.68%	99.20%	98%
Historical and legal search services enquiries are responded to within 20 working days	99.60%	99.70%	99.30%
Customer orders for records held on-site to be fulfilled within 30 minutes.	Service not resumed	96.60%	95.90%
Customer orders for records held off site to be fulfilled within 24 hours.	Service not resumed	99.90%	99.80%
Archive Accessions and Cataloguing Assessments in 5 days 2019-20	100%	100%	Not Available
All of our statistical publications are delivered on time in line with our published publication schedule	91%	100%	97%
Cataloguing will commence for 90% of records within 24 months of accession	72%	82%	Not Available
40-50k records will be catalogued per year	17,252	86,332	46,718
98% of invoices are paid within 10 working days of receipt	99.50%	99%	98.90%
95% of FOI requests are responded to within 20 working days of receipt	98.17%	98.70%	98.20%
Ministerial correspondence is responded to within 20 working days of receipt	96.92%	95%	87.50%
All formal complaints are responded to within either 5 days of receipt (Stage 1) or 20 working days (Stage 2)	86.67%	98%	88%
The systems and channels through which we deliver our services are reliable, responsive and secure	99.83%	99.90%	99.82%



## Going Concern

NRS receives its funding from the Scottish Government and its annual operating budget is approved and published each year, as part of the Scottish Government's budget, by the Scottish Parliament. Funding requirements have been agreed with the Scottish Government that give our Board the reasonable expectation that NRS will have adequate resources to continue in operational existence for the foreseeable future. For this reason, we continue to adopt the going concern basis in preparing the Annual Report and Accounts.



## Review of Financial Performance

The purpose of our Annual Report and Accounts is to provide detail of the organisations administration expenditure.

The budget approved by the Scottish Parliament for NRS operating costs was £51.876m (£39.472m 2019-20) revenue and £2.350m (£4.400m 2019-20) capital.

The financial outturn for 2020-21 is summarised in the table on [page 14](#).

The total resource Departmental Expenditure Limit (DEL) outturn, excluding depreciation, is £42.314m. The increase in resource DEL expenditure in 2020-21 compared to 2019-20 is as a result of expenditure on the Scotland's Census 2022 Programme.

Total operating costs for the year increased by 24.3% from 2019-20. Overall, running costs were within budget by £2.882m or 6.4% and depreciation by £0.101m or 1.5% bringing total operating costs within budget by £2.983m or 5.8%.

Capital expenditure for the year was £1.861m (budget £2.350m) with 79% of the available budget being utilised. Capital expenditure reduced by £2.600m from 2019-20.

Table 1 Financial Performance

	Draft Budget 2020-21 £000s	Budget adjustments during year £000s	Final Budget 2020-21 £000s	Actual 2020-21 £000s	Variance £000s	Actual 2019-20 £000s
Operational Costs (excluding depreciation and impairment)	65,154	(14,158)	50,996	49,557	(1,439)	40,990
Less Retained Income	(5,800)	-	(5,800)	(7,243)	(1,443)	(6,950)
<b>Total Resource DEL (excluding depreciation and impairment)</b>	<b>59,354</b>	<b>(14,158)</b>	<b>45,196</b>	<b>42,314</b>	<b>(2,882)</b>	<b>34,040</b>
Depreciation and impairment	2,913	3,767	6,680	6,579	(101)	3,031
<b>Net Resource Outturn</b>	<b>62,267</b>	<b>(10,391)</b>	<b>51,876</b>	<b>48,893</b>	<b>(2,983)</b>	<b>37,071</b>
Capital DEL	3,000	(650)	2,350	1,861	(489)	4,461
<b>Total Outturn</b>	<b>65,267</b>	<b>(11,041)</b>	<b>54,226</b>	<b>50,754</b>	<b>(3,472)</b>	<b>41,532</b>

## Risk Performance

### Scotland's Census 2022 Programme and Associated Risks

Significant progress has been made across the Census Programme following the re-planning exercise in 2020 and the move to a 2022 delivery. In December 2020, the Programme Board endorsed the Census 2022 programme plan, along with the revised Census costs and resource model. In January 2021, Ministerial approval was received for the Census 2022 programme budget.

As the programme moved from design into delivery in early 2021, we have focused on improving and refining programme management and governance structures in order to best support delivery. A revised programme governance structure was implemented across the Programme aimed at ensuring we have governance that supports the most timely and effective decision making, as well as having reduced duplication.

Changes also allowed for an increase in bandwidth across the team, providing space for team members to focus on delivery as well as empower the wider programme team through building trust and increasing effective communication both internally and externally. A revised risk and issue management and change control process has been defined, implemented to support this delivery-focused structure. This will continue to be managed at a project, programme and strategic level, to ensure ongoing management, escalation and mitigation of risks, forming an integral part of the controls of the new governance.

One of the main issues that has impacted the Programme through 2021, has been around resourcing. The Programme is delivered through a mix of contractor, supplier and permanent resource. The pandemic was an influencing factor in NRS's ability to on-board at pace. However, significant progress has been made to close resourcing gaps on the Programme and reduce this risk.



## Social, Community and Human Rights

NRS has a diverse community of stakeholders and plays a central role in the cultural, social and economic life of Scotland. NRS works in line with the Scottish Government's objective to commit to creating a modern, inclusive Scotland that protects, respects and realises human rights for people in Scotland and the UK. NRS respects all human rights and in conducting our business we regard these human rights most relevantly when dealing with our customers and stakeholders.

The registration of births, deaths and marriages will continue to be a key interaction with the state for generations to come.

Census and the demographic statistics NRS publishes, inform local and central government policies including service planning and equalities monitoring.

The organisation works with public bodies across Scotland to deliver trusted, reliable and authentic records of Scotland's public administration, underpinning citizen rights, and supports democratic accountability.

NRS has a zero-tolerance policy towards fraud, bribery and corruption.



## Sustainability Statement

The Scottish Government's target for net zero carbon emissions by 2045, as set in the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019, requires NRS to lead by example and increase its focus on sustainability to allow the Scottish Government to meet its ambitious target for the benefit of Scotland's environment, people and prosperity.

NRS Climate Change Plan will be reviewed during 2021-22 to ensure that the Plan continually reflects the increased ambition of the [new targets](#).<sup>1</sup>

### Waste Management

NRS continue to work closely with our waste management providers to identify improvements to our processes, ensuring our strategy meets the wider needs of the buildings and their surroundings.

### Energy Management

NRS has a high reliance on energy to control and manage the environment in which our records are held, which in turn has an impact on our carbon emissions. NRS continues to engage with specialist consultants to review how we manage and control our working environment in order to generate sustained energy savings.

NRS is a member of the [Sustainable Scotland Network](#),<sup>2</sup> (SSN), which supports public sector action on sustainable development.

### Green Projects

NRS continues to implement energy improvement projects as part of our regular maintenance programme across our entire estate.

1 <https://www.gov.scot/policies/climate-change/reducing-emissions/>

2 <https://sustainablesotlandnetwork.org/>

## Detailed Analysis of Performance

The work of NRS is hugely varied, and touches the lives of everyone in Scotland. What links it all is our commitment to delivering public value and excellent customer service, and to our purpose – to collect, preserve and produce information about Scotland’s people and history and make it available to inform current and future generations.



### Demographic Statistics, Data Linkage and NHSCR

This year was very significant in terms of the importance and relevance of the statistics produced by NRS. The weekly NRS mortality publication quickly established itself as one of the key pieces of evidence to support understanding of the impact of COVID-19.

We undertook new research that involved linkage with census data to provide invaluable insights into the impact COVID-19 had on different ethnic groups and on people with a disability.

Work to tackle key public health issues such as Scotland’s high numbers of drug-related deaths, as well as deaths among the homeless, heavily informed statistics produced by NRS.

The [Registrar General’s Annual Review](#)<sup>3</sup> incorporated fresh insights from COVID-19 mortality data alongside a more traditional look back over the key demographic trends that emerged in 2019.

Through the NHS Central Register (NHSCR), we continued to support our partners in health, local government and the third sector, on administration and provision of services to the public.

We also continued to play a central role in supporting research and developing the data linkage service in Scotland, and worked with our partners across government, health and academia to carry out further research using Scotland’s rich sources of administrative data.

<sup>3</sup> <https://www.nrscotland.gov.uk/statistics-and-data/statistics/stats-at-a-glance/registrar-generals-annual-review>



## Scotland's Census 2022 Programme

### Census Statistical Design

In light of the decision to move Scotland's Census to 2022, we successfully re-planned and baselined our plans to meet the new Census date.

We moved into a testing phase of the Programme and designed the statistical and operational approach for the [Census Coverage Survey](#),<sup>4</sup> which will run six weeks after the census collection period in 2022.

We developed complex statistical methodologies for processing the census data and established robust internal and external review panels. The External Methods Assurance Panel, chaired by an external expert, provided valued advice and assurance that our methods were deemed fit for purpose.

We continued to maintain our strong links with the Office for National Statistics (ONS) and the Northern Ireland Statistics and Research Agency (NISRA).

We published for the first time [Admin-Based Population Estimates](#)<sup>5</sup> for 2016.

### Office for Statistics Regulation

We continued to work with the Office for Statistics Regulation (OSR) on the assessment of the census. More information, that includes the findings from the phase 1 assessment, can be found [on our website](#).<sup>6</sup>

4 <https://www.scotlandscensus.gov.uk/about/planning-the-2022-census/statistical-methodology/census-coverage-survey/>

5 <https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/developments/administrative-data-based-population-estimates-scotland-2016-statistical-research>

6 <https://www.scotlandscensus.gov.uk/about/planning-the-2022-census/national-statistics-accreditation/>



## Registration

The pandemic had a significant effect on the Registration Service because the process of registering events, which had always involved the informants attending the offices of the local authority registrars, had to stop as the country went into lockdown. We took a number of steps, as listed below, to ensure key registration services could continue to be delivered.

- We initially suspended birth registration and work on marriage and civil partnerships, to allow local authority registrars to concentrate on death and still-birth registrations.
- We supported an initial period of 7-day registration working (a first in more than 150 years of civil registration in Scotland), which subsequently reduced to 6-day working, which continued into 2021.
- We worked with health, family law, burial and cremation and other policy colleagues to rapidly develop provisions in the UK Coronavirus Act 2020 to allow fully remote death and still-birth registration to take place.
- We supported local authorities to help them deliver registration services and to reduce the backlog of birth registrations. This work was supported by NRS IT Services.
- We worked with the [Death Certification Review Service](#)<sup>7</sup> and wider health colleagues to alter sampling rates for death certification.
- We developed and introduced a 'hybrid' birth registration process late June 2020, which allowed for the resumption of birth registration with minimal exposure to COVID-19.
- In addition, we worked extensively with policy and local authority colleagues to reintroduce work on marriage and civil partnerships.

### Wider registration priorities

While some significant programmes of work had to be postponed by this urgent response to the pandemic, others continued. We continued to work on the introduction of mixed-sex civil partnership, which is on track for delivery in summer 2021.

Work also continued on delivery of changes following on from Brexit to Scottish participation in the [Home Office sham marriage scheme](#),<sup>8</sup> which will see new rules introduced to bring those EU citizens who have not secured or applied for settled status, into the scheme for the first time.

<sup>7</sup> [https://www.healthcareimprovementscotland.org/our\\_work/governance\\_and\\_assurance/death\\_certification/review\\_service\\_information.aspx](https://www.healthcareimprovementscotland.org/our_work/governance_and_assurance/death_certification/review_service_information.aspx)

<sup>8</sup> <https://www.nrscotland.gov.uk/files/record-keeping/records-policies/NRSGovernmentRecordsCollectionPolicy.pdf>



## Cataloguing and Accessions

The pandemic had a significant impact on cataloguing and accessions due to building closures. Around 11,000 private and church records catalogue entries were added from older paper catalogues, compared to over 8,000 new entries the previous year and around 2,000 government records were catalogued compared to over 25,000 the previous year.



## Government Records

Regular contact was maintained with government depositors including those most affected by the pandemic. We updated our [Selection Policy](#)<sup>9</sup> to highlight the importance of securing for the historical record government records.

We catalogued and made available Scottish Cabinet records from 2005, a period of a Labour-Liberal Democrat administration. For the first time Cabinet records were entirely born-digital records and not paper files. We ran our annual media preview for journalists remotely, providing seamless access to hundreds of digital documents.



## Public Records (Scotland) Act 2011

We agreed eleven Records Management Plans (RMP). This included five plans submitted under the provisions of the Act that allow the Keeper to invite an authority to review its plan and submit the revised plan for agreement. Progress against the ongoing invitation and assessment programme for Integration Joint Boards (IJB) continued and of the eleven plans agreed this year, five related to IJBs. Twelve new authorities were invited to submit a plan for the first time this year.



## Digital Archiving

Due to the enforced closure of our buildings, we were unable to accept born-digital archival transfers, with the notable exception of the 2005 Scottish Cabinet Files. We took the opportunity to refresh our [Depositor Guidance on Digital Transfer](#),<sup>10</sup> and incorporated virtualisation and Cloud-based technologies into our processes.

A series of discovery workshops held in late 2020 reviewed our current processes and identified a potential target operating model, fit for digitally archiving in 21st-century Scotland.

9 <https://www.nrscotland.gov.uk/files/record-keeping/records-policies/NRSGovernmentRecordsCollectionPolicy.pdf>

10 <https://www.nrscotland.gov.uk/files/record-keeping/depositor-guidance-for-the-transfer-of-archival-born-digital-records-may-2020.pdf>



## IT Services

### Technology Modernisation and Transformation

We completed our work to consolidate our many technology environments onto a single environment, which will provide significant benefits in security, operability, performance and operating cost.

We completed our network replacement programme, moving from seven independent networks to a single, robust and secure unified network across NRS.

We began the relocation of our core services to external, specialist Tier 3 data centres and our cloud journey began.

### COVID-19 Response

Within a month of the initial lockdown in March 2020, all NRS staff were equipped for home working. We deployed 723 items in total including 149 laptops and 146 monitors.

### Cabinet Papers

Working with colleagues in Information and Record Services and in Operations and Customer Services we delivered a solution to enable the publication of the Cabinet Papers to be made available digitally for the first time. The initial press release was successfully launched during January 2020 and we are now working on a public access solution.



## Court and Legal Records

Our main focus this year has been on engagement with our depositors. Home working has also allowed us to enhance thousands of our online catalogue entries, providing more information for researchers.

Many activities were heavily restricted by the pandemic, in particular new bulk record transmissions from the courts and other legal bodies, re-transmissions of records to depositors for business purposes, and cataloguing. We will work with our depositors to manage the unavoidable backlog.

Despite these restrictions, we have continued to support the Scottish legal system, putting in place emergency arrangements to accept a small number of transfers, such as parliamentary Letters Patent for sealing under the Great Seal, to enable their passage into law. We also provided a service for urgent retransmission requests, enabling court cases and other legal business to continue.



## National Register of Archives for Scotland (NRAS)

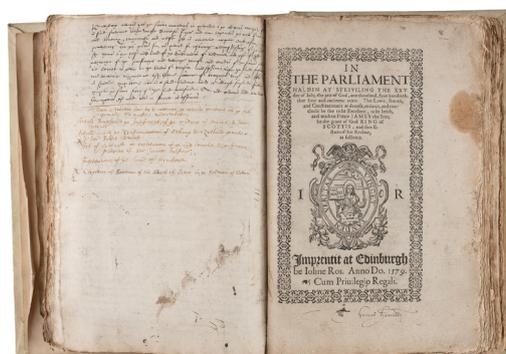
The NRAS exists to locate and survey historical collections held in private hands in Scotland, advise owners on their care and preservation, and liaise between owners and researchers regarding access. During the year and following lockdown, enquiries to the service dropped by half and home visits stopped. Our efforts concentrated on the addition to the electronic Register of existing surveys of business archives and Local Authority holdings which had not previously been converted from hard copy. A batch of NRAS surveys, including listings of the papers of the Campbell family of Achalader, Ladies Golf Club, Troon, and Inver House Distillers, were contributed to The National Archives for addition to their Discovery catalogue.



## Private Records

It was not possible to bring in or catalogue additional collections this year and arrangements will be made during 2021 to accept those which meet our collecting policy once conditions permit. Similarly, regular transfers from key stakeholders such as the Church of Scotland will be rescheduled.

NRS is always interested in acquiring key documents to add to its collections and we were able to continue to accept small, individual items over the year. We continued to monitor online-only auction sales and dealers' catalogues and acquired some interesting items including a volume of printed and manuscript statutes compiled for the Lord Advocate Thomas Hamilton (1563-1637), first Earl of Haddington and Lord President of the Court of Session from 1596. We also acquired an 1804 letter by James Bisset to Henry Dundas, 1st Viscount Melville (1742-1811). This purchase complements the important collection of Melville Papers (GD51) purchased by the nation in 2011.



Volume of printed and manuscript statutes compiled for the Lord Advocate, Thomas Hamilton (1563-1637)  
Image © Bernard Quaritch Ltd



## Archive Liaison and Engagement

Our usual face-to-face meetings with archive services moved online this year. Our archive engagement teams regularly participated in the meetings of the Scottish Universities Special Collections and Archives Group, the Archivists in Scottish Local Authority Working Group, the Scottish Council on Archives (SCA) Collecting Policy Group, SCA Preservation Group and Scottish Sporting Heritage Forum. NRS and SCA continued to be joint assessors for Scottish archive services going through Archive Service Accreditation but only one service mid-point review was completed and all pending Scottish applications were put on hold.

NRS was represented on the Archives Revealed Grants Assessment Panel and advised on Scottish applications to the UK COVID-19 recovery fund for archive services. NRS also actively participated in the newly-established Nuclear Decommissioning Agency's Heritage Panel.

We continued to build on the foundations of last year's First Steps Community Archive tour with our colleagues at the SCA. Recordings of the papers given on the tour are now available online and colleagues from across NRS participated in the webinar series, 'Next Steps in Community Archiving' in early 2021. Hundreds attended the online events.

NRS was delighted to be able to make a one-off award of £10k to Saving Scotland's History, a funding scheme run by the Scottish Council on Archives and the National Manuscripts Conservation Trust, which supports manuscript conservation projects across Scotland. We were also able to make a one-off award of £25k to the Ballast Trust, to help support work surveying and finding homes for business archives during these unusual times.



## Conservation

During 2020-21 our main focus has been on ensuring the safety and security of our physical collections and advising organisations elsewhere in Scotland.

We continued to apply the Great Seal of Scotland to the Letters Patent to Acts of the Scottish Parliament, supporting work of the Scottish Government, including its response to the pandemic. A total of 22 Letters Patent were sealed this year, enabling Acts which included the two 2020 Coronavirus (Scotland) Acts, the Children (Scotland) Act 2020, the Female Genital Mutilation (Protection and Guidance) (Scotland) Act 2020, the Period Products (Free Provision) (Scotland) Act 2021 and the UK Withdrawal from the European Union (Continuity) (Scotland) Act 2021.

Early in the pandemic we were proud to donate our stock supply of Personal Protective Equipment (PPE) to children's hospices across Scotland.

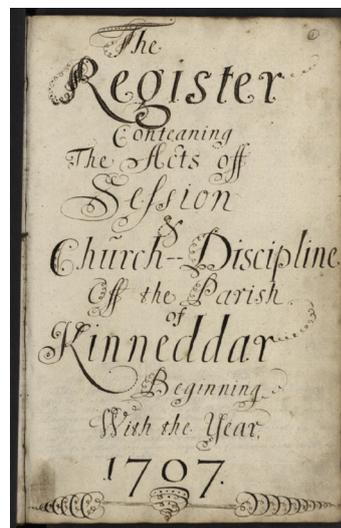


## ScotlandsPeople

We responded to more than 61,800 customer enquiries received through ScotlandsPeople online related to our ScotlandsPeople service, our Historical and Legal search rooms, digital images, maps and plans and digital images made available online. This was an increase of 20.5% compared to 2019-20.

We have also been able to add new records and improve our digital service offer. A key example of this was the launch of a major new record release on ScotlandsPeople called Virtual Volumes, which comprised images of more than a million pages from the kirk session and other court records of the Church of Scotland. These records contained details of key events in communities across the country between 1559 and 1900.

We added over 146,000 birth, marriage and death records, over 7,300 divorce records, and also made available a further 1,000 maps and plans. Our Index and Imaging team re-scanned over 2,500 images that included birth, marriage and death entries to improve the quality of digital images for the production of certificates. From July 2020, staff worked in New Register House to access our original statutory registers that needed to be re-scanned to allow official certificates to be created.



Extract from the Kirk Session collection. Title page of Drainie (formerly Kinnedder) kirk session, 1707. National Records of Scotland reference CH2/384/2, Page 1



## Public Services

NRS continued to operate a small number of business-critical services from our buildings and remotely during lockdown. After an initial period of closure, we were able to begin a limited re-start for a small number of our key critical services from July 2020.

One of our first critical services to return was the production of certificates from our statutory records, which include birth, marriage and death records. With these certificates, citizens have been able to go on to obtain passports, employment and register with GPs. Our Extract Services team produced over 40,000 certificates from our statutory records and responded to over 24,000 customer enquiries.

Staff working from home accessed digital images of legal records from our internal systems, and then provided copies directly to our legal customers. This service model was enhanced from August 2020, with essential staff returning to our buildings to access legal records held in original form, which were then imaged on-site and provided digitally. More than 31,000 documents were provided through this new model.

Our Adoption Services re-started in October 2020 to start to process the backlog of Adoption Orders received as a result of the re-start of court services. We processed 318 Adoption and Parental Orders and answered 1,928 enquiries.

We provided postgraduate students and research groups with access to our online digital records, offered advice, and loaned images that were not available online to academics.

Alongside our digital channels, we introduced a tactical contact centre and launched a single contact number for NRS leading to the contact team dealing with more than 11,000 telephone enquiries.



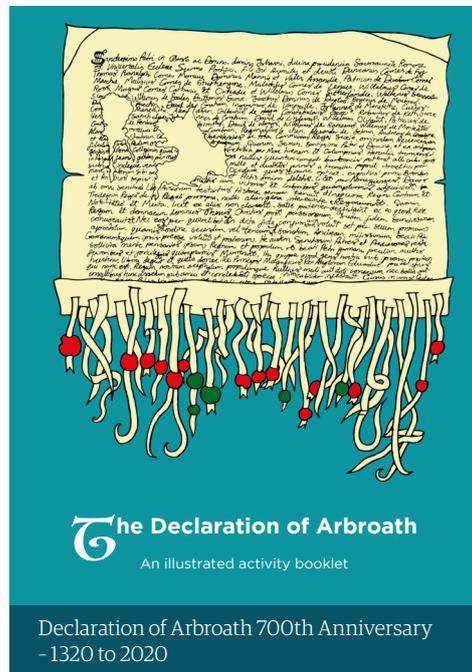
## Outreach and Learning Activities

We continued to provide resources for exploring the wealth of material available in the archives, and to engage with key anniversaries and events.

The publication of several free-to-download learning resources about the Declaration of Arbroath were made available [online](#).<sup>11</sup>

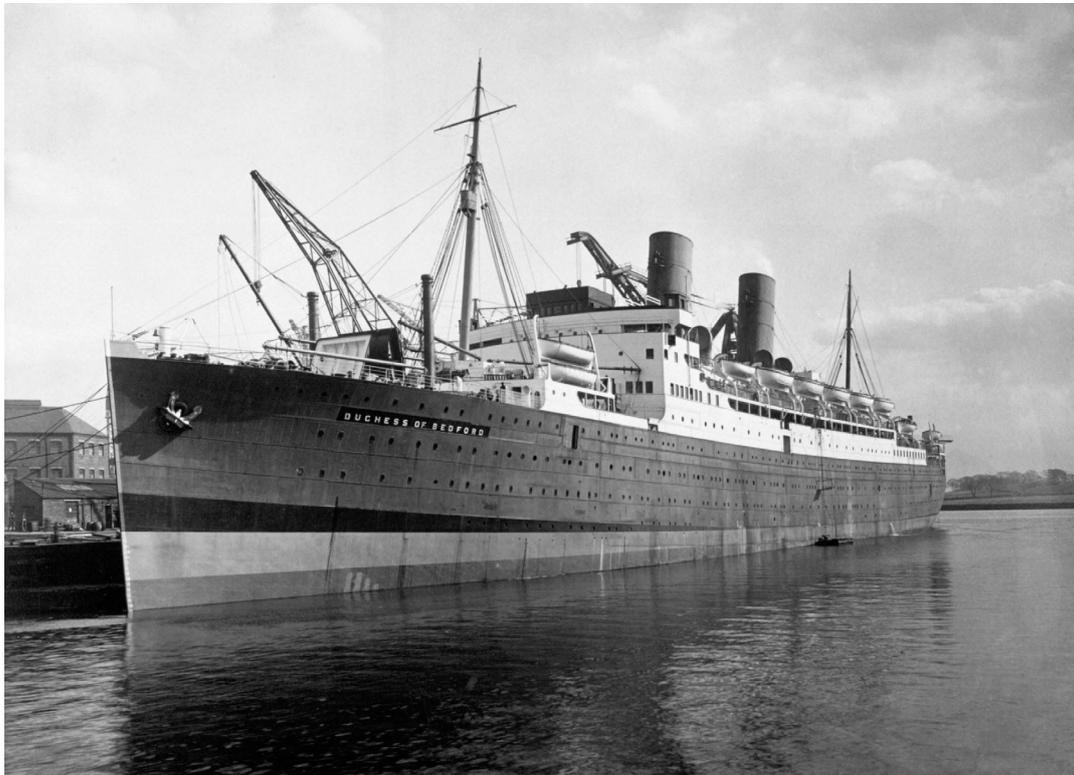
For the first time Outreach and Learning published a full exhibition online called [Prisoners or Patients? Criminal Insanity in Victorian Scotland](#).<sup>12</sup>

Outreach and Learning published the seventh 30th-anniversary edition of the NRS handbook *Tracing Your Scottish Ancestors* in August 2020, which was also made available as an e-book for the first time.



11 [https://www.nrscotland.gov.uk/files/research/NRS\\_DoA\\_English\\_booklet\\_700\\_Spreads\\_WEB.pdf](https://www.nrscotland.gov.uk/files/research/NRS_DoA_English_booklet_700_Spreads_WEB.pdf)

12 <https://www.nrscotland.gov.uk/files/prisoners-or-patients/>



Attribution: Upper Clyde Shipbuilders Collection, Crown copyright, National Records of Scotland, UCS1/116/31/79

On the ScotlandsPeople website thirteen articles were researched and published, and four newsletters released. Working with Digital Services we produced five new guides on [Occupations and Designations](#),<sup>13</sup> [Ships and Shipbuilding](#),<sup>14</sup> [using Virtual Volumes](#),<sup>15</sup> and [church court](#)<sup>16</sup> and [kirk session records](#).<sup>17</sup>

We contributed and facilitated six articles for History Scotland and actively promoted our material. [A new leaflet](#)<sup>18</sup> detailing the plants in the Archivists' Garden and their historical roots was designed and published online.

13 <https://www.scotlandspeople.gov.uk/guides/occupations-and-designations>

14 <https://www.scotlandspeople.gov.uk/guides/ships-and-shipbuilding>

15 <https://www.scotlandspeople.gov.uk/content/using-virtual-volumes>

16 <https://www.scotlandspeople.gov.uk/guides/church-court-records>

17 <https://www.scotlandspeople.gov.uk/guides/kirk-session-records>

18 [https://www.nrscotland.gov.uk/files/research/archivists-garden/NRS\\_Archivists\\_%20Garden\\_Artwork\\_Leaflet.pdf](https://www.nrscotland.gov.uk/files/research/archivists-garden/NRS_Archivists_%20Garden_Artwork_Leaflet.pdf)

To participate digitally in the Explore Your Archives event the team produced and published via YouTube [three instructional videos](#)<sup>19</sup> on using the different archive catalogues and research guides available on the NRS website. An [animated fly-through of General Register House](#)<sup>20</sup> with added voice-over were published to celebrate NRS's buildings.

We continued to add resources to the NRS website, including 50 new entries to the [Hall of Fame](#).<sup>21</sup>

We converted three school workshops on the Scottish Wars of Independence, World War Two: The Scottish Home Front, and researching family history, so they can be delivered online and self-led by teachers.



## The Scottish Register of Tartans

The number of tartans registered on the Scottish Register of Tartans website during 2020-21 was 304 designs compared to 358 the previous year. A notable registration was the 'Dennis's 70th birthday – 2021' tartan; commissioned by D.C. Thomson to celebrate the 70th anniversary of the first appearance of Dennis the Menace on the cover of the Beano.

We conducted a review of the legacy tartans resulting in over 460 corrections being made to legacy tartan entries.

Currently we have over 15,000 customers registered, an increase of 2,000 from last year. Personal named tartans continue to be the most popular category accounting for 140 (46.05%) of tartans registered in the last year.

**Linda Sinclair**  
Accountable Officer  
16 September 2021

<sup>19</sup> <https://www.youtube.com/channel/UCZNbHzbLAW9-0ZqWsEvqHjw/video>

<sup>20</sup> <https://www.youtube.com/watch?v=9kOMmB4II5w&t=1s>

<sup>21</sup> <https://www.nrscotland.gov.uk/research/learning/hall-of-fame>

## Accountability Report

### **29**      **Accountability Report for the Year Ended 31 March 2021**

#### 29      (1) Corporate Governance Report

29          (i) Directors' Report

34          (ii) Statement of the Chief Executive's  
              and Accountable Officer's responsibilities

36          (iii) Governance Statement

#### 47      (2) Remuneration and Staff Report

#### 61      (3) Parliamentary Accountability and Audit Report

### **69**      **Financial Statements for the Year Ended 31 March 2021**

69      Statement of Comprehensive Net Expenditure  
          for the year ended 31 March 2021

70      Statement of Financial Position as at 31 March 2021

71      Statement of Cash Flows for the year ended 31 March 2021

72      Statement of Changes in Taxpayers' Equity for the year  
          ended 31 March 2021

73      Notes to the Financial Statements for the year ended  
          31 March 2021

### **96**      **Accounts Direction**

### **97**      **Appendix A – Corporate Governance Framework**

## Accountability Report

### Accountability Report for the Year Ended 31 March 2021

The Accountability Report is the second of the three elements which comprise the Annual Report and Accounts. Its purpose is to meet the requirements of NRS's accountability to the Scottish Parliament. It is composed of:

- A Corporate Governance Report, which explains the composition and organisation of NRS's governance structures and how they support the achievement of our objectives.
- A Remuneration and Staff Report which describes the remuneration of NRS senior managers and how remuneration policy has been set and implemented. In addition it describes additional details of NRS remuneration and staff to support our accountability to the Scottish Parliament and the public.
- A Parliamentary Accountability and Audit Report which brings together further accountability disclosures, and contains the Independent Auditor's Report on the financial statements.

### Corporate Governance Report

The Corporate Governance Report consists of:

- The Directors' Report, describing the management structure of NRS.
- The Statement of Responsibilities for NRS's Chief Executive and for the Accountable Officer.
- The Governance Statement, which describes NRS's system of internal control and its management of resources.

## Directors' Report

NRS is a non-ministerial department of the Scottish Administration. The Chief Executive, Paul Lowe, is appointed in the role of two non-ministerial office holders, the Registrar General for Scotland and the Keeper of the Records of Scotland. The Chief Executive reports to the Scottish Government's Director of Culture, Tourism and Major Events and Scottish Ministers. NRS sits within the portfolio of the Cabinet Secretary for Economy, Fair Work and Culture. During the year, from 1 April 2020 to 31 March 2021 this post was held by Fiona Hyslop MSP.

Linda Sinclair was appointed Accountable Officer of NRS on 21 November 2018. The Accountable Officer has responsibility for maintaining a sound system of internal controls which support the achievement of strategy, aims, objectives and policies as agreed by the Scottish Government. These responsibilities extend to personal accountability for the safeguarding of public funds administered by NRS and for the management and operation of the organisation.

## NRS Board 2020-21

**Paul Lowe – Chair**

Chief Executive, Registrar General for Scotland and Keeper of the Records of Scotland

**Laura Mitchell**

Director of Information and Records Services, and Deputy Keeper of the Records of Scotland

**Linda Sinclair**

Director of Corporate Services, and Accountable Officer

**Anne Slater**

Director of Operations and Customer Services

**Pete Whitehouse**

Director of Statistical Services

**Laura Lucas**

Director of IT Services

**Steven Hanlon\***

Chief Finance Officer

**Carla McHendry**

Delivery Director

\* Stephen Hanlon left NRS on 15 January 2021.

## Non-Executive Directors

Non-executive directors provide support and advice on matters relating to strategy, performance, audit and risk. Seven non-executive directors served during 2020-21. Each non-executive director has strategic leadership experience at board and/or audit committee levels.

During 2020-21, the non-executive directors were:

**Bill Matthews** – Strategic Board and Audit and Risk Committee member

**Catherine McFie** – Strategic Board member

**Colin Ledlie** – Strategic Board member and Chair of the Audit and Risk Committee

**Gordon Shipley** – Strategic Board member

**Mandy Gallacher** – Strategic Board member

**Anne Moises** – Census Programme Board member

**Christine Martin** – Audit and Risk Committee member

## Register of Interests

All executive and non-executive directors participated in a quarterly declaration of any directorships held and/or other significant interests which may conflict with their role or the conduct of NRS. A [Register of Interests](#)<sup>22</sup> is held, and no conflicts were noted during the financial year.

## Handling of Personal Data

We have had no personal data incidents that were reportable to the Information Commissioner during the year. Further detail on the control environment relating to personal data and information security can be found in our [Governance Statement](#).

<sup>22</sup> <https://www.nrscotland.gov.uk/about-us/corporate-governance>

## Independent Auditors

Responsibility for auditing our Annual Report and Accounts lies with the Auditor General for Scotland. Audit Scotland were appointed as our external auditors on behalf of the Auditor General for Scotland for the period 1 April 2020 to 31 March 2021. The appointment has been extended for one year due to the impact of the pandemic.

The external auditors were remunerated in the sum of £68,180 in respect of statutory audit services for the financial year 2020-21. The fees payable to the external auditors are shown in the Statement of Comprehensive Net Expenditure and in Note 3 to the accounts. There were no payments made for non-audit work during the year.

**Linda Sinclair**  
Accountable Officer  
16 September 2021

## Statement of the Chief Executive's and Accountable Officer's responsibilities

In accordance with an accounts direction issued under article 19(4) of The Public Finance and Accountability (Scotland) Act 2000, NRS is required to prepare resource accounts for each financial year in the form and on the basis set out in the Accounts Direction reproduced on [page 96](#) of this document.

The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of NRS and of its income and expenditure, Statement of Financial Position and cash flows for the financial year.

In preparing the accounts the Accountable Officer is required to comply with the Government Financial Reporting Manual and in particular to:

- observe the accounts direction, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgments and estimates on a reasonable basis;
- state whether applicable accounting standards have been followed and disclose and explain any material departures in the financial statements;
- prepare the financial statements on the going concern basis; and
- confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable, taking personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

Section 70 of the Scotland Act 1998 requires Scottish legislation to provide for members of staff of the Scottish Administration to be designated as answerable to the Scottish Parliament in respect of expenditure and receipts. Such members of staff are called Accountable Officers. The Registrar General for Scotland/Keeper of the Records of Scotland is a statutory office-holder who is a member of the Scottish Administration and not part of the staff of the Scottish Administration. A consequence of Section 70 is that the Registrar General/Keeper cannot be designated as Accountable Officer. The Registrar General/Keeper, as statutory office-holder, remains accountable to the Parliament for the performance of his duties.

The NRS Director of Corporate Services has been appointed by the Principal Accountable Officer as Accountable Officer for NRS. The responsibilities as the Accountable Officer for NRS include the propriety and regularity of the public finances for which she is responsible, keeping proper records and safeguarding NRS assets. These responsibilities are described in full in the 'Memorandum to Accountable Officers from the Principal Accountable Officer' published in the Scottish Public Finance Manual.

## Accountable Officer's Declaration

As Accountable Officer, I confirm that the Annual Report and Accounts as a whole are fair, balanced and understandable. I take personal responsibility for the annual report and accounts and for the judgments required to determine that it is fair, balanced and understandable.

As the Accountable Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that Audit Scotland's auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.

**Linda Sinclair**  
Accountable Officer  
16 September 2021

## Governance Statement

This governance statement outlines and evaluates the governance, risk management and internal control arrangements in place during the year. In summary, I am satisfied that, overall, NRS is operating in accordance with Scottish Government and HM Treasury guidance as regards to internal controls and risk management, and that the governance structure used within the organisation contributes substantially to the achievement of our overall objectives.

## Scope of Responsibility

As Accountable Officer for NRS, I am personally answerable to the Scottish Parliament for the propriety and regularity of our finances and for the economical, efficient and effective use of the resources placed at its disposal.

My duties and those of the Keeper/Chief Executive Officer are set out in the statement of responsibilities on [page 34](#).

## Corporate Governance Framework

The governance framework comprises the range of systems, processes, culture and values used to direct NRS. The NRS governance framework is designed to give assurance that the organisation carries out its duties and responsibilities using the highest standards of effective internal control and risk management. NRS complies with the requirements and best practice principles of the Scottish Public Finance Manual (SPFM).

I am provided with assurance in my role as Accountable Officer by our Executive Management Board, Strategic Board and Audit and Risk Committee and by independent non-executive directors. A system of internal controls and active risk management is in place, along with a programme of internal audit reviews. These are described in more detail below.

I have detailed below our governance arrangements, including information about our Executive Management Board (EMB), Strategic Board (SB) and Audit and Risk Committee (ARC). It explains their activities in establishing strategic direction, delivering against objectives and managing risk. Our Corporate Governance Framework can be found at [Appendix A](#). I am satisfied that these forums represent, and deliver, effective corporate governance within NRS.

## NRS Executive Management Board – meets every six weeks

This is the overarching executive board for NRS, setting the strategic direction and organisation of NRS, with management and oversight of NRS key assets. It sets the strategic financial profile, building organisational capability and capacity through our people, overseeing use of and safeguarding information assets. The Board will also direct the management of business operations and oversee the change activity to achieve the NRS vision.

## NRS Strategic Board – meets quarterly

This Board acts in an advisory capacity to the Chief Executive to provide support and constructive challenge on the operations of NRS, with a particular focus on the strategic direction of the organisation, checking it is on track to deliver the purpose and vision. It considers the balance between business and transformation activities and uses the experience of non-executive directors to identify opportunities and emerging issues that ought to be taken into consideration.

Membership includes the Executive Management Board and the following NRS non-executive board members: Bill Matthews, Catherine McFie, Colin Ledlie, Gordon Shipley and Mandy Gallacher.

## NRS Audit and Risk Committee – meets quarterly

Through a process of constructive challenge, the Audit and Risk Committee supports the Chief Executive Officer and Accountable Officer in their responsibilities for issues of risk, control and governance and associated assurance. The Committee is also attended by NRS Chief Financial Officer and Scottish Government Directorate of Internal Audit and Assurance and External Audit colleagues who have an independent advisory role.

Membership includes the following NRS non-executive board members: Colin Ledlie (Chair), Bill Matthews and Christine Martin.

## Internal Controls Assessment

The system of internal control is designed to manage risk, rather than to eliminate all risks that the organisation might encounter. The system is subject to continuous review and it is modified as necessary to reflect changes in corporate aims and objectives and/or the assessment of risk as it applies to the organisation.

In my role as Accountable Officer, I am assisted by members of staff, including the Executive Directors. I secure considerable assurance from the controls they apply in the day-to-day execution of their duties.

Towards the end of each financial year, I also ask those Executive Directors to certify formally that the controls in their areas have operated properly and effectively for the entire period under review. Where appropriate, the Executive Directors will seek similar written assurance from their direct reports.

I can confirm that I have received appropriate certificates covering the period 1 April 2020 to 31 March 2021 from all Executive Directors, which highlighted no material issues with regards to our system of internal controls.

## Scottish Government Directorate of Internal Audit and Assurance (SGDIAA)

Internal Audit focus on key activities which are relevant to NRS business objectives and audits are designed to ensure an independent opinion on the adequacy of governance, risk management and internal control arrangements is provided.

The 2020-21 audit plan comprised reviews of:

Audit Title	Outcome
Finance Review of Income Management and ePC Usage	Reasonable Assurance Rating  1 Medium recommendation
The impact of and response to COVID-19 on health and safety processes and procedures (Part 1)	Reasonable Assurance Rating  2 High and 3 Medium recommendations

SGDIAA provided an overall internal audit 'Substantial Assurance' rating for the effectiveness of the systems of governance, risk management and internal control operating across NRS. All SGDIAA recommendations have been or are in the process of being implemented.

## Risk Management

NRS manages risk as an integral part of our system of internal control using risk management principles set out in the SPFM, and our risk management framework.

We continue to review how we accurately record and manage our view of corporate risks and take appropriate action to ensure the relevant controls and mitigations are in place.

NRS corporate risk register is reviewed and approved by the Executive Management Board (EMB) at their meetings through thematic risk reviews, and presented at our Audit and Risk Committee meetings. NRS Directors own the corporate risks and associated mitigations and our Risk, Compliance and Assurance Lead is responsible for coordinating our risk management approach and the improvements we can make going forward to consolidate our corporate risks and further embed risk management across the organisation.

Our risks are identified and prioritised with reference to objectives and to the external and internal context in which they arise.

## Programmes and Projects

All significant projects and programmes are overseen by a Project or Programme Board whose role is to oversee delivery and manage the associated risks.

Complementing this oversight, NRS manages risk and performance of projects and programmes as part of the overall portfolio of activities directed towards delivering its corporate plan. In particular, the Executive Management Board oversees the Census Programme and the Digital and Strategy Board receives regular reports on progress and risk across our major programmes and projects in our portfolio. The performance of the organisation's key programmes is also reported in the quarterly governance report, which is considered by the Audit and Risk Committee and sent to NRS Strategic Board for their wider information on progress.

NRS key programme and projects are listed below.

- Estates - West Register House Project
- Estates - Thomas Thomson House Sprinklers Project
- Estates - GRH Adam Dome Project
- SWAN Project/Network Improvement Project
- NRS Wi-Fi Provision project
- Network Switch Replacement Project (on hold due to COVID-19)
- Hosting and Networking Rationalisation Project (on hold due to COVID-19)
- Disaster Recovery Project
- IT Security Programme including Privilege Access Management Project
- Registers of Scotland - Proof of Concept (Design) Project
- Strategic File Transfer Project
- Cloud Migration Project
- 1921 Census Project
- Digital Economy Act Accreditation Project

## Strategic Planning

NRS operates within the [National Performance Framework](#)<sup>23</sup> set by Scottish Ministers. The organisation supports several of the Scottish Government's key National Outcomes. NRS has developed a strategy which explains its purpose and vision, and provides the strategic context that supports its corporate planning.

During 2016-17, NRS put in place a corporate plan, covering the period 2016-2022, which describes its long-term objectives. The corporate plan is refreshed annually to include a business plan for the year ahead. The plan forms the basis of the annual planning exercise, which determines the immediate steps to be taken to deliver its objectives. During this planning exercise, NRS business areas and teams consider how they will contribute to the organisation's vision and objectives. This then informs local business area plans, from which teams and individual staff can identify team and personal objectives.

Annual objectives were agreed for 2020-21 and the [Annual Business Plan 2020-21](#)<sup>24</sup> was published on NRS website and made available to staff and other stakeholders. An update on progress towards delivering the annual plan was published in our [Annual Business Plan 2021-22](#).<sup>25</sup>

NRS [Mainstreaming Equality Duty 2019](#)<sup>26</sup> report sets out how NRS is mainstreaming equality into its work and summarises the progress towards fulfilling our equality outcomes since the report published in July 2017. It demonstrates the progress the organisation is making towards embedding equality in all operations. It identifies areas where the organisation can improve to ensure these values are upheld and practised consistently across the business.

NRS [British Sign Language \(BSL\) Plan 2018-24](#)<sup>27</sup> sets out how the organisation will promote and support BSL in accordance with the BSL (Scotland) Act 2015. The plan follows the Scottish Government's BSL National Plan, published in October 2017, which was developed through extensive engagement with Deaf and Deafblind BSL users and those who work with them. A [BSL video version](#)<sup>28</sup> of this plan is also available.

23 <https://nationalperformance.gov.scot/>

24 <https://www.nrscotland.gov.uk/files/about-us/nrs-annual-business-plan-2020-21.pdf>

25 <https://www.nrscotland.gov.uk/about-us/corporate-planning>

26 <https://www.nrscotland.gov.uk/files/about-us/nrs-equality-and-mainstreaming-report-2019.pdf>

27 <https://www.nrscotland.gov.uk/files/about-us/nrs-british-sign-language-plan-2018-2024.pdf>

28 <https://www.nrscotland.gov.uk/files/video/video.html>

## Organisational Resilience and Business Continuity

Due to the widespread and continuing impact of COVID-19, we accelerated several elements of our business continuity improvement implementation plan. These improvements helped NRS respond more effectively to the crisis at all levels, from strategic through tactical to operational (Gold-Silver-Bronze). The most significant changes included:

- Implementation of Gold, Silver and Bronze response teams. The Gold team focused on the strategic planning and crisis management aspects of the response, and was supported by teams at Silver (COVID-19 Secure Working Group and Wellbeing and Working From Home Group) and Bronze (Positive COVID-19 Case Response Team and Buildings Access Team) levels. It is intended that this successful model will be more fully incorporated into NRS's general response structure.
- Creation of a shared space on eRDM (electronic records and document management system) where Gold Team members can access all relevant business continuity documentation in the event of a loss of access to SCOTS.
- Identification of critical staff who require access to one or more NRS buildings, and maintenance of this list. Procedures have also been developed and implemented around the reporting of suspected positive cases, as well to ensure staff access to all buildings is tracked and recorded.
- Review of the Business Continuity Plan, Communications Protocol and People Management Policy.
- Procurement of additional admin accounts for Groupcall to increase organisational resilience when contacting staff out of hours (to include users in NHSCR).

As NRS builds a clearer picture of the COVID-19 response and the lessons that can be learned from it, these will be used to improve the organisation's ability to respond to, and recover from, any future disruptive incident.

The business continuity programme going forward will include large-scale reviews of all key services across the organisation, relevant updates to all documentation and then a subsequent round of exercising and training to ensure all response teams are prepared for their response roles.

## Financial Management

As Accountable Officer, I formally delegate responsibility for financial management to business area leads and budget managers. These named individuals are responsible for ensuring that expenditure is committed and recorded in line with the Scottish Public Finance Manual and with the principles of Value for Money. Furthermore, they are responsible for identifying and raising income as required. These delegations are recorded and are reviewed periodically to ensure they remain up to date.

Our budget is set in the context of the Scottish Government's annual budget process. Budget managers receive a monthly financial report detailing incurred income and expenditure, and are required to provide, with the advice and support of the Finance team, updated forecasts each month. The Executive Management Board receive regular financial updates, highlighting performance in the year to date and the current forecast to the end of the year. In addition, we provide monthly financial monitoring information to Scottish Government Finance Directorate.

## Whistleblowing

Our Whistleblowing And Raising a Concern Procedure outlines the process that employees should follow when reporting a perceived wrongdoing within our organisation, including something they believe goes against the core values in the Civil Service Code (the Code) i.e. integrity, honesty, objectivity and impartiality.

This procedure has been written in accordance with the process set out in the Code and in the Civil Service Management Code. Under the Code, civil servants have a right and a responsibility to speak up and report behaviour that contravenes the Code's values.

Both the procedure and the FAQs can be found on our [website](#).<sup>29</sup>

## Asset Management and Counter-Fraud

We have an anti-fraud policy, which describes roles and responsibilities in relation to fraud. A Fraud Response Plan is in place to ensure that prompt and effective action is taken to investigate the circumstances of suspected frauds, minimise potential losses, and take the appropriate legal and disciplinary action. Actions are led by a designated counter-fraud officer and supported by a Fraud Response Group.

<sup>29</sup> <https://www.nrscotland.gov.uk/about-us/corporate-information#whistleblowing>

All cases of actual or suspected fraud are vigorously and promptly investigated and appropriate action taken. The police will be informed where considered appropriate. In addition, disciplinary action is considered not only against those members of staff found to have perpetrated frauds but also against managers whose negligence is held to have facilitated frauds. Recovery action will also be taken where possible, and weaknesses in internal control corrected.

The dedicated intranet page highlights the available online training on fraud, which is recommended for staff with financial responsibilities. Additional training is targeted at key groups of staff. We are aware of the elevated risk of fraud during the COVID-19 crisis, and have taken action to mitigate this, including distributing materials to staff highlighting common emerging scams and providing training on security concerns associated with remote working.

An Asset Management Policy is in place that provides a framework within which our assets can be managed effectively. In implementing this policy, we have enhanced our physical asset controls by undertaking more robust asset verification to improve records and identify assets no longer in use.

## Information Security

The core business of NRS is to collect, process, safeguard, and make available information about Scotland's people and history in an accessible, useful, responsible, and efficient way. NRS protects the information kept, using an information security governance and assurance structure and a suite of information security policies. Information security advice and guidance is provided by a team of qualified information security professionals.

NRS follows the principles of the International Security Standard (ISO27001) and works within HM Government Security policies and guidance as well as following various relevant professional codes of conduct. All staff and contractors employed in NRS are required to undergo pre-employment checks carried out to the Baseline Personnel Security Standard (BPSS) which is outlined in the HMG Security Policy Framework. All staff undertake mandatory annual data protection training and all new staff complete security induction training and ongoing security awareness training.

NRS complies with the HM Government Minimum Standard for Cyber Security and is working towards a baseline implementation of the Scottish Government Cyber Resilience Framework. Compliance with and certification to Cyber Essentials Plus is in place, demonstrating the organisation's commitment to continuous security improvement and providing a level of external independent assurance.

NRS ran a number of IT health checks on both our internet-facing services and internal IT infrastructure over the course of 2020 and into 2021. This approach verifies our security controls and identifies any potential security weaknesses. The findings of the testing provided some recommendations that have been accepted, with all appropriate mitigating actions put in place or planned to be put in place, improving the security of our internal and external services, providing better protection for our customers.

As part of our preparations for Census 2022, the organisation worked with a Managed Security Service Provider to develop and implement a strategic security monitoring capability, which will be supported by a 24/7 Security Operations Centre (SOC) during the live Census period. This strategic security monitoring capability will live on beyond the Census to provide a legacy of an improved security position.

NRS works in collaboration with its partners in government and other sectors to ensure that all of its processing operations are compliant with the General Data Protection Regulation and the Data Protection Act 2018. NRS Data Protection Officer is a member of the Executive Management Board. The organisation routinely uses data protection impact assessments to ensure that when we process personal data, it will benefit the public, and that any privacy issues are identified and addressed at the outset. NRS publishes privacy information explaining how it uses personal information, and the rights individuals have under data protection legislation and how they can exercise them, at the NRS [website](https://www.nrscotland.gov.uk/privacy).<sup>30</sup>

<sup>30</sup> <https://www.nrscotland.gov.uk/privacy>

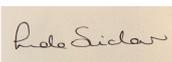
## Review of Effectiveness

As Accountable Officer, I also have responsibility for reviewing the effectiveness of the system of internal control. My review is informed by:

- seeking assurances from the business leads across NRS, who have responsibility for the development and maintenance of the internal control framework;
- the work of the Scottish Government internal audit team, who submit to me and to the Audit and Risk Committee regular reports on the adequacy and effectiveness of our system of internal control, together with recommendations for improvement;
- the comments made by the external auditors, Audit Scotland, in their management letters and other reports;
- the results of Gateway Reviews and similar assurance processes; and
- any other specific reviews that are commissioned from time to time.

We rely on the Scottish Government for the provision of many important aspects of our corporate services. For example, most of our Human Resources-related support comes from the Scottish Government's 'One HR' service and the Scottish Government provide and support our finance and accounting system, as well as operating a range of key controls over transactions and balances within it. I receive assurances on the robustness of these services from the Scottish Government Directors who have responsibility for their delivery. In general, I am satisfied that these services meet our requirements and I recognise that economies of scale have been achieved from their use.

Based on these sources of information and assurance, and my own knowledge of internal control matters, I am satisfied that during the year the system of internal control was effective in helping us to meet our aims and objectives.



**Linda Sinclair**  
Accountable Officer  
16 September 2021

## Remuneration and Staff Report

The Remuneration and Staff Report consists of two elements:

- a Remuneration Report, describing the remuneration of NRS's senior management.
- a Staff Report, which discusses our people, our key policies and the numbers and costs of our staff.

### Remuneration Report

The Registrar General/Keeper and their staff are part of the Scottish Administration under the Scotland Act 1998. Fiona Hyslop MSP, Cabinet Secretary for the Economy, Fair Work and Culture answers in the Scottish Parliament on matters relating to NRS, advised by the Registrar General/Keeper. The First Minister is responsible for appointing the Registrar General/Keeper and for laying before the Scottish Parliament the Annual Report of the Registrar General.

Neither the Cabinet Secretary for the Economy, Fair Work and Culture, nor the First Minister, receives specific remuneration relating to their responsibilities for NRS.

The remuneration for the Registrar General/Keeper was set by the Scottish Government. For other senior officials remuneration was determined by pay arrangements covering the Senior Civil Service and other staff in the Scottish Government and associated departments.

For the purposes of disclosing remuneration, NRS considers its senior management, responsible for directing the activities of NRS as a whole, to be the membership of the Executive Management Board and Strategic Board (see [page 37](#) for the remits and memberships of these boards).

## Salaries of Senior Management

The salary and pension entitlements of our senior management, including the Chief Executive and Registrar General/Keeper were as follows.

### Single total figures of remuneration 2020-21: <sup>(1), (2), (3)</sup>

Board Members	Salary (£'000)	Bonus payments (£'000)	Benefits in kind (to nearest £100)	Pension benefits <sup>(5)</sup> (£'000)	Total (£'000)
Paul Lowe Chief Executive	80-85	-	-	52	130-135
Pete Whitehouse Director of Statistical Services	70-75	-	-	41	110-115
Laura Mitchell <sup>(6)</sup> Director of Information and Records Services	60-65	-	-	38	100-105
Anne Slater Director of Operations and Customer Services	75-80	-	-	56	130-135
Laura Lucas Director of IT Services	75-80	-	-	30	105-110
Carla McHenry <sup>(7)</sup> Delivery Director	60-65	-	-	25	85-90
Linda Sinclair <sup>(8)</sup> Director of Corporate Services and Accountable Officer	70-75	-	-	38	110-115
Steven Hanlon <sup>(9)</sup> - left NRS 15 January 2021 Chief Finance Officer	40-45	-	-	17	60-65
Bill Matthews <sup>(4)</sup> Non-executive	0-5	-	-	-	0-5
Catherine McFie <sup>(4)</sup> Non-executive	0-5	-	-	-	0-5
Colin Ledlie <sup>(4)</sup> Non-executive	0-5	-	-	-	0-5
Gordon Shipley <sup>(4)</sup> Non-executive	0-5	-	-	-	0-5
Mandy Gallacher <sup>(4)</sup> Non-executive	0-5	-	-	-	0-5
Christine Martin <sup>(4)</sup> Non-executive	0-5	-	-	-	0-5
Anne Moises <sup>(4)</sup> Non-executive	0-5	-	-	-	0-5

- (1) The figures within the previous/current year salary tables, pension tables and the median reported in the Fair Pay Disclosure Section are the only parts of the Remuneration Report that are required to be audited by external audit.
- (2) Calculations for determining the pension figures in the above table are produced by MYCSP on behalf of the Scottish Government for NRS.
- (3) In line with Scottish Government pay policy arrangements, no performance-related awards apply for 2020-21.
- (4) During the year non-executive directors earned £225 per Strategic Management Board attended, this increased to £242 from November onwards.
- (5) The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increases or decreases due to a transfer of pension rights.
- (6) Part-time member, full-time equivalent salary band 75-80.
- (7) Part-time member, full-time equivalent salary band 70-75.
- (8) Part-time member, full-time equivalent salary band 75-80.
- (9) Part-time member, full time equivalent salary band 65-70. Full year equivalent salary band is 50-55.

**Single total figures of remuneration 2019-20:** <sup>(10), (11), (12)</sup>

Board Members	Salary (£'000)	Bonus payments (£'000)	Benefits in kind (to nearest £100)	Pension benefits <sup>(14)</sup> (£'000)	Total (£'000)
Paul Lowe Chief Executive	75-80	-	-	43	115-120
Amy Wilson <sup>(18)</sup> - left NRS on 11 October 2019 Director of Statistical and Registration Services	40-45	-	-	20	60-65
Pete Whitehouse <sup>(19)</sup> - in post from 1 October 2019 Director of Statistical Services	35-40	-	-	17	50-55
Laura Mitchell <sup>(15)</sup> Director of Information and Records Services	60-65	-	-	31	90-95
Anne Slater Director of Operations and Customer Services	70-75	-	-	23	95-100
Steven Hanlon <sup>(16)</sup> Chief Finance Officer	45-50	-	-	21	65-70
Samuel Bedford <sup>(20)</sup> - left NRS on 3 August 2019 Director of IT Services	25-30	-	-	-	25-30
Laura Lucas <sup>(21)</sup> - in post from 17 December 2019 Director of IT Services	20-25	-	-	9	30-35
Carla McHendry <sup>(22)</sup> - joined NRS on 14 January 2020 Delivery Director	10-15	-	-	5	15-20
Linda Sinclair <sup>(17)</sup> Director of Corporate Services and Accountable Officer	65-70	-	-	31	95-100
Bill Matthews <sup>(13)</sup> Non-executive	0-5	-	-	-	0-5
Catherine McFie <sup>(13)</sup> Non-executive	0-5	-	-	-	0-5
Colin Ledlie <sup>(13)</sup> Non-executive	0-5	-	-	-	0-5
Gordon Shipley <sup>(13)</sup> Non-executive	0-5	-	-	-	0-5
Mandy Gallacher <sup>(13)</sup> Non-executive	0-5	-	-	-	0-5
Christine Martin <sup>(13)</sup> Non-executive	0-5	-	-	-	0-5
Anne Moises <sup>(13)</sup> Non-executive	0-5	-	-	-	0-5

(10) The figures within the previous/current year salary tables, pension tables and the median reported in the Fair Pay Disclosure Section are the only parts of the Remuneration Report that are required to be audited by external audit.

(11) Calculations for determining the pension figures in the above table are produced by MYCSP on behalf of the Scottish Government for NRS.

(12) In line with Scottish Government pay policy arrangements, no performance-related awards apply for 2020-21.

(13) During the year non-executive directors earned £225 per Strategic Management Board attended.

(14) The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increase or decreases due to a transfer of pension rights.

(15) Part-time member, full-time equivalent salary band 70-75.

(16) Part-time member, full-time equivalent salary band 60-65.

(17) Part-time member, full-time equivalent salary band 70-75.

(18) Full year equivalent salary band is 70-75.

(19) Full year equivalent salary band is 70-75.

(20) Full year equivalent salary band is 75-80.

(21) Full year equivalent salary band is 75-80.

(22) Part-time member, full-time equivalent salary band is 70-75. Member would have had a full year equivalent salary band of 60-65 if she had been on the Management Board for a full year.

## Fair Pay Disclosure

In accordance with the Financial Reporting Manual, reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the median remuneration of the organisation's workforce.

The banded remuneration of the highest-paid director in NRS in the financial year 2020-21 was £80-85k (2019-20: £75k-80k). This is 2.6 times the median remuneration of the workforce, which was £32,138 (2019-20: 2.5 times, median £31,201). The range between the lowest and highest remuneration bands was £20-25k to £80-85k (2019-20: £15-20k to £75-80k). The median remuneration calculation includes permanent staff and fixed-term appointments, it does not include contractors and agency staff.

Total remuneration includes salary, non-consolidated performance-related pay and benefits in kind. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

## Benefits in Kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by the H.M. Revenue and Customs as a taxable emolument. None of our senior managers received any such benefit in 2020-21 or 2019-20.

## Compensation for Loss of Office

No members of the Board were compensated for loss of office in 2020-21 or 2019-20.

## Civil Service Pensions

The pension entitlements of Management Board members are set out in the tables below.

### Single total figures of pensions 2020-21:

Board Members	Accrued pension at pension age as at 31/3/21 and related lump sum	Real increase in pension and related lump sum at pension age at 31/3/21	CETV at 31/3/21	CETV at 31/3/20	Real increase in CETV	Employer contribution to partnership pension account
	£'000	£'000	£'000	£'000	£'000	Nearest £'000
Paul Lowe Chief Executive	25-30 plus a lump sum of 50-55	2.5-5 plus a lump sum of 2.5-5	435	386	32	-
Pete Whitehouse Director of Statistical Services	30-35 plus a lump sum of 65-70	0-2.5 plus a lump sum of 0-2.5	558	511	26	-
Laura Mitchell Director of Information and Records Services	30-35 plus a lump sum of 70-75	0-2.5 plus a lump sum of 0-2.5	648	598	28	-
Anne Slater Director of Operations and Customer Services	35-40 plus a lump sum of 95-100	2.5-5 plus a lump sum of 2.5-5	799	729	43	-
Steven Hanlon - left NRS on 15 January 2021 Chief Finance Officer	10-15	0-2.5	133	119	7	-
Laura Lucas Director of IT Services	0-5	0-2.5	47	26	15	-
Carla McHendry Delivery Director	0-5	0-2.5	20	3	12	-
Linda Sinclair Director of Corporate Services	20-25 plus a lump sum of 50-55	0-2.5 plus a lump sum of 0-2.5	434	395	22	-

**Single total figures of pensions 2019-20:**

Board Members	Accrued pension at pension age as at 31/3/20 and related lump sum	Real increase in pension and related lump sum at pension age at 31/3/20	CETV at 31/3/20	CETV at 31/3/19	Real increase in CETV	Employer contribution to partnership pension account
	£'000	£'000	£'000	£'000	£'000	Nearest £'000
Paul Lowe Chief Executive	20-25 plus a lump sum of 45-50	0-2.5 plus a lump sum of 0-2.5	386	341	25	-
Amy Wilson - left NRS on 11 October 2019 Director of Statistical Services	20-25 plus a lump sum of 40-45	0-2.5 plus a lump sum of 0-2.5	334	309	11	-
Pete Whitehouse - in post from 1 October 2019 Director of Statistical Services	25-30 plus a lump sum of 60-65	0-2.5 plus a lump sum of 0-2.5	511	495	10	-
Laura Mitchell Director of Information and Records Services	25-30 plus a lump sum of 70-75	0-2.5 plus a lump sum of 0-2.5	598	550	21	-
Anne Slater Director of Operations and Customer Services	35-40 plus a lump sum of 90-95	0-2.5 plus a lump sum of -	726	681	12	-
Steven Hanlon Chief Finance Officer	5-10	0-2.5	86	72	9	-
Sam Bedford - left NRS on 3 August 2019 Director of IT Services	-	-	-	-	-	-
Laura Lucas - in post from 17 December 2019 Director of IT Services	0-5	0-2.5	26	19	4	-
Carla McHendry - joined NRS on 14 January 2020 Delivery Director	0-5	0-2.5	3	-	3	-
Linda Sinclair Director of Corporate Services	20-25 plus a lump sum of 50-55	0-2.5 plus a lump sum of 0-2.5	395	359	17	-

## Pension Benefits

Pension benefits are provided through the Civil Service pension arrangements. From 1 April 2015, a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or alpha, which provides benefits on a career average basis with a normal pension age equal to the member's State Pension Age (or 65 if higher). From that date all newly appointed civil servants and the majority of those already in service joined alpha. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: Three providing benefits on a final salary basis (classic, premium or classic plus) with a normal pension age of 60; and one providing benefits on a whole career basis (nuvos) with a normal pension age of 65.

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus, nuvos and alpha are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 will switch into alpha sometime between 1 June 2015 and 1 February 2022. All members who switch to alpha have their PCSPS benefits 'banked', with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha, the figure quoted is the combined value of their benefits in the two schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a 'money purchase' stakeholder pension with an employer contribution (partnership pension account).

Employee contributions are salary-related and range between 4.6% and 8.05% for members of classic, premium, classic plus, nuvos and alpha. Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum. Classic plus is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per classic and benefits for service from October 2002 worked out as in premium. In nuvos, a member builds up a pension based on his pensionable earnings during their period of scheme

membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pension Increase legislation. Benefits in alpha build up in a similar way to nuvos, except that the accrual rate is 2.32%. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of providers. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of classic, premium and classic plus, 65 for members of nuvos, and the higher of 65 or State Pension Age for members of alpha. (The pension figures quoted for officials show pension earned in PCS or alpha – as appropriate. Where the official has benefits in both the PCS and alpha the figure quoted is the combined value of their benefits in the two schemes, but note that part of that pension may be payable from different ages.)

Further details about the Civil Service pension arrangements can be found at the website can be found at the [Civil Service Pension Scheme website](http://www.civilservicepensionscheme.org.uk/).<sup>31</sup>

Further details of pensions costs and contributions during 2020-21 can be found under '[Staff Numbers and Related Costs](#)' and '[Pension Costs](#)'.

<sup>31</sup> <http://www.civilservicepensionscheme.org.uk/>

## Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are worked out in accordance with the Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax, which may be due when pension benefits are taken.

## Real Increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) uses common market valuation factors for the start and end of the year.

## Staff Report

### Our People

We have 476 members of staff. Only the Chief Executive is in the Senior Civil Service.

Staff Information	2020-21	2019-20
Staff (whole-time equivalent)	476	475
Staff turnover	12.7%	16.1%
Sick absence/person	5.4 days	8.1 days
Male/Female staff %	40/60%	50/50%
Male/Female Board members % (Strategic Board)	42/58%	46/54%
Male/Female senior management % (Chief Executive and directors)	25/75%	29/71%

### Pay

We follow Scottish Government Pay Policy for Staff Pay Remits regarding pay increases. The 2020 pay award applied from 1 April 2020, and set pay increases at 3% for pay steps between £25,000 to £80,000, and £2,000 for those above £80,000, and an underpinning increase of £750 for staff earning below £25,000.

### Staff Numbers and Related Costs

The average number of whole-time equivalent (WTE) persons employed (including senior management) during the year, analysed by Directorate, was as follows:

	2020-21 Average WTE Staff	2019-20 Average WTE Staff
Information and Records Services	50	55
IT Services	97	78
Operations and Customer Services	127	131
Statistical Services	148	168
Corporate Services	54	43
<b>Total</b>	<b>476</b>	<b>475</b>

Average WTE staff numbers during 2020-21 can be broken down into 406 permanent staff and 70 temporary staff (2019-20: 404 and 71 respectively).

The aggregate payroll costs for all staff employed by NRS were as follows:

	2020-21			2019-20		
	Permanent Staff £'000	Temporary Staff £'000	Total Staff £'000	Permanent Staff £'000	Temporary Staff £'000	Total Staff £'000
Wages and Salaries	13,761	11,878	25,639	13,110	9,594	22,704
Social Security Costs	1,372	49	1,421	1,291	39	1,330
Pension Costs	3,647	125	3,772	3,446	102	3,548
Other Staff Costs	439	-	439	116	-	116
<b>Total</b>	<b>19,219</b>	<b>12,052</b>	<b>31,271</b>	<b>17,963</b>	<b>9,735</b>	<b>27,698</b>

During the year there were no payments made from NRS to Ministers or Special Advisers.

### Pension costs

The PCSPS and alpha schemes are unable to identify individual employers' shares of the underlying assets and liabilities. A full actuarial valuation was carried out at 31 March 2016. Details can be found in the separate scheme statement for the PCSPS at the [Civil Service Pensions Scheme website](#).<sup>32</sup>

For 2020-21, employers' contributions of £3,772k (2019-20: £3,548k) were payable to PCSPS at one of five rates in the range 26.6% to 30.3% of pensionable pay, based on salary bands. The Scheme Actuary reviews employer contributions every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2020-21 to be paid when the member retires, and not the benefits paid during this year to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions are paid to one or more of a panel of three appointed stakeholder pension providers. Employer contributions are age-related and range from 8 to 14.75 per cent of pensionable pay. Employers also match employee contributions up to 3% of pensionable earnings. For 2020-21, the value of Employers' Contributions relating to the partnership pension account was £34,399.29 (2019-20: £33,142.75).

<sup>32</sup> <http://www.civilservicepensionscheme.org.uk/>

## Civil Service Employee Survey 2020

In October 2020, our staff were asked to participate in the annual Civil Service wide People Survey which measures the extent of employee engagement within the organisation. Permanent and temporary staff are invited to complete the survey. A total of 61% of staff participated and we achieved an overall engagement score of 62%.

## Equal Opportunities and Diversity

All NRS staff have Scottish Government terms and conditions. NRS is committed to building a more inclusive and diverse workforce.

We recruit permanent staff up to pay Band C in line with Scottish Government equal opportunity policy and the Civil Service Recruitment Code. We do not regard sex, marital status, age, race, ethnic origin, sexual orientation, disability, religion or belief, working patterns, employment status, gender identity (transgender), caring responsibility or trade union membership as a bar to employment, training or advancement. We recruit staff solely on their ability to do the job.

We are part of the wider Scottish Government commitment to the Disability Confident Employer Scheme and guarantee interviews to all disabled candidates who meet the minimum criteria for a post.

Managers, new to recruitment, are required to complete Unconscious Bias training before participating in interviews.

Currently NRS has six Mental Health First Aiders who are on hand to provide direct support to staff and managers and can also signpost to relevant resources.

All NRS staff can access a variety of staff networks which includes LGBTI+, race, equality and disability.

## Trade Union Relationships

At the quarterly Joint Partnership Board, NRS management consults with the Trade Union Side (TUS) at the formative stages of NRS organisational policy development, both at strategic and operational level. The TUS represents, promotes and protects their members' interests. The trade unions represented at the meeting are Public and Commercial Services Union (PCS), FDA and Prospect.

The Trade Union (Facility Time Publication Requirements) Regulations 2017 came into force on 1 April 2017. The regulations place a legislative requirement on relevant public sector employers to collate and publish, on an annual basis, a range of data on the amount and cost of facility time within their organisation. The data is required to be published on the NRS website before the 31st of July each year. This data is published on the [NRS website](#).<sup>33</sup>

NRS had six (FTE equivalent: 6) employees who were trade union officials during the year to 31 March 2021. All six employees spent between 1-50% of working hours on facility time. The percentage of NRS's total pay bill spent on paying employees who were relevant trade union officials for facility time during the relevant period was 0.02%. Time spent on paid trade union activities as a percentage of total paid facility time hours was 83.9%.

## Employability

NRS staff have Scottish Government terms and conditions of employment. We follow and apply Scottish Government HR policy and procedures.

## Consultancy

During the year NRS spent £4,800 on consultancy.

## Flexible Working Hours

Under the Flexible Working Policy any member of staff can apply to work flexibly, either formally or informally. Formal flexible working would be part-time hours.

Informal arrangements could be alternative working patterns, including working compressed hours, working from home or term-time working. As at 31 March 2021, 20% of staff had a part-time formal working contract.

<sup>33</sup> <https://www.nrscotland.gov.uk/about-us/corporate-governance>

## Employment Opportunities

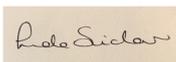
NRS offers opportunities for people to obtain work experience, including paid 42-week Student Placements and placements for Graduate Trainee Archivists. We work with Midlothian Council to provide Secondary School pupils with a week's work experience to help them experience life in the workplace through direct observation and hands-on experience.

## Health and Safety

All staff undertake annual fire evacuation training and desk assessments to reinforce staff wellbeing while attending their workplace. NRS has commenced a review of the overarching governance and management of health and safety within NRS to address any gaps in Health and Safety policy, procedure, practice and resources. To take forward this review, the Executive Management Board has put in place a Health & Safety Steering Group, which consists of representatives of NRS business areas and the TUS.

## Exit Packages

There were no exit packages incurred during the year (2019-20: Nil).



**Linda Sinclair**  
Accountable Officer  
16 September 2021

## Parliamentary Accountability and Audit Report

The Parliamentary Accountability and Audit Report consists of:

- the Parliamentary Accountability Report; and
- the independent auditor's report to NRS, the Auditor General for Scotland and the Scottish Parliament.

### Parliamentary Accountability Report

#### Regularity of Expenditure

The expenditure and income in the financial statements were incurred or applied in accordance with any applicable enactments and guidance issued by the Scottish Ministers, the Budget (Scotland) Act covering the financial year and sections 4 to 7 of the Public Finance and Accountability (Scotland) Act 2000; and the sums paid out of the Scottish Consolidated Fund for the purpose of meeting the expenditure shown in the financial statements were applied in accordance with section 65 of the Scotland Act 1998.

NRS incurred no losses or special payments above the £250k reporting threshold.

#### Fees and Charges

Details of income gathered by NRS through fees and charges can be found in [Note 4](#) to the financial statements. This note also gives details of the financial objectives of the fees and charges and performance against these objectives.

#### Remote Contingent Liabilities

The Financial Reporting Manual states that where information about contingent liabilities is not required to be disclosed because the likelihood of a transfer of economic benefits is considered too remote, they should be disclosed separately for parliamentary reporting and accountability purposes. NRS does not have any remote contingent liabilities at 31 March 2021.

## Accounts Direction

In accordance with the accounts direction issued by Scottish Ministers under section 19(4) of the Public Finance and Accountability (Scotland) Act 2000 these accounts have been prepared in compliance with the principles and disclosure requirements of the Government Financial Reporting Manual, which follows generally accepted accounting practice as defined in International Financial Reporting Standards (IFRS) as adopted by the European Union and the Companies Act 2006 to the extent that it is meaningful and appropriate in the public sector context. The accounts direction is reproduced at [page 96](#) of these accounts.

The information in this report is subject to audit.

**Linda Sinclair**  
Accountable Officer  
16 September 2021

## Independent auditor's report to National Records of Scotland, the Auditor General for Scotland and the Scottish Parliament

### Reporting on the audit of the financial statements

#### Opinion on financial statements

I have audited the financial statements in the annual report and accounts of National Records of Scotland for the year ended 31 March 2021 under the Public Finance and Accountability (Scotland) Act 2000. The financial statements comprise the Statement of Comprehensive Net Expenditure, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Taxpayers' Equity and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union, and as interpreted and adapted by the 2020/21 Government Financial Reporting Manual (the 2020/21 FReM).

In my opinion the accompanying financial statements:

- give a true and fair view in accordance with the Public Finance and Accountability (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers of the state of the body's affairs as at 31 March 2021 and of its net expenditure for the year then ended;
- have been properly prepared in accordance with IFRSs as adopted by the European Union, as interpreted and adapted by the 2020/21 FReM; and
- have been prepared in accordance with the requirements of the Public Finance and Accountability (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers.

## Basis for opinion

I conducted my audit in accordance with applicable law and International Standards on Auditing (UK) (ISAs (UK)), as required by the [Code of Audit Practice](#) approved by the Auditor General for Scotland. My responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of my report. I was appointed by the Auditor General on 18 July 2016. The period of total uninterrupted appointment is 5 years. I am independent of the body in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and I have fulfilled my other ethical responsibilities in accordance with these requirements. Non-audit services prohibited by the Ethical Standard were not provided to the body. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

## Conclusions relating to going concern basis of accounting

I have concluded that the use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the body's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from when the financial statements are authorised for issue.

## Risks of material misstatement

I report in a separate Annual Audit Report, available from the [Audit Scotland website](#), the most significant assessed risks of material misstatement that I identified and my judgements thereon.

## Responsibilities of the Accountable Officer for the financial statements

As explained more fully in the Statement of the Chief Executive's and Accountable Officer's Responsibilities, the Accountable Officer is responsible for the preparation of financial statements that give a true and fair view in accordance with the financial reporting framework, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Accountable Officer is responsible for assessing the body's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless deemed inappropriate.

## Auditor's responsibilities for the audit of the financial statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. I design procedures in line with my responsibilities outlined above to detect material misstatements in respect of irregularities, including fraud. Procedures include:

- obtaining an understanding of the applicable legal and regulatory framework and how the body is complying with that framework;
- identifying which laws and regulations are significant in the context of the body;
- assessing the susceptibility of the financial statements to material misstatement, including how fraud might occur; and
- considering whether the audit team collectively has the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations.

The extent to which my procedures are capable of detecting irregularities, including fraud, is affected by the inherent difficulty in detecting irregularities, the effectiveness of the body's controls, and the nature, timing and extent of the audit procedures performed.

Irregularities that result from fraud are inherently more difficult to detect than irregularities that result from error as fraud may involve collusion, intentional omissions, misrepresentations, or the override of internal control. The capability of the audit to detect fraud and other irregularities depends on factors such as the skilfulness of the perpetrator, the frequency and extent of manipulation, the degree of collusion involved, the relative size of individual amounts manipulated, and the seniority of those individuals involved.

A further description of the auditor's responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of my auditor's report.

## Reporting on regularity of expenditure and income

### Opinion on regularity

In my opinion in all material respects the expenditure and income in the financial statements were incurred or applied in accordance with any applicable enactments and guidance issued by the Scottish Ministers.

### Responsibilities for regularity

The Accountable Officer is responsible for ensuring the regularity of expenditure and income. In addition to my responsibilities to detect material misstatements in the financial statements in respect of irregularities, I am responsible for expressing an opinion on the regularity of expenditure and income in accordance with the Public Finance and Accountability (Scotland) Act 2000.

## Reporting on other requirements

### Opinion prescribed by the Auditor General for Scotland on audited part of the Remuneration and Staff Report

- I have audited the parts of the Remuneration and Staff Report described as audited. In my opinion, the audited part of the Remuneration and Staff Report has been properly prepared in accordance with the Public Finance and Accountability (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers.

## Statutory other information

The Accountable Officer is responsible for the statutory other information in the annual report and accounts. The statutory other information comprises the Performance Report and the Accountability Report excluding the audited part of the Remuneration and Staff Report.

My responsibility is to read all the statutory other information and, in doing so, consider whether the statutory other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this statutory other information, I am required to report that fact. I have nothing to report in this regard.

My opinion on the financial statements does not cover the statutory other information and I do not express any form of assurance conclusion thereon except on the Performance Report and Governance Statement to the extent explicitly stated in the following opinions prescribed by the Auditor General for Scotland.

## Opinions prescribed by the Auditor General for Scotland on Performance Report and Governance Statement

In my opinion, based on the work undertaken in the course of the audit:

- the information given in the Performance Report for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Public Finance and Accountability (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers; and
- the information given in the Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Public Finance and Accountability (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers.

## Matters on which I am required to report by exception

I am required by the Auditor General for Scotland to report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the audited part of the Remuneration and Staff Report are not in agreement with the accounting records; or
- I have not received all the information and explanations I require for my audit.

I have nothing to report in respect of these matters.

## Conclusions on wider scope responsibilities

In addition to my responsibilities for the annual report and accounts, my conclusions on the wider scope responsibilities specified in the Code of Audit Practice are set out in my Annual Audit Report.

## Use of my report

This report is made solely to the parties to whom it is addressed in accordance with the Public Finance and Accountability (Scotland) Act 2000 and for no other purpose. In accordance with paragraph 120 of the Code of Audit Practice, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

*Asif A Haseeb*

Asif A Haseeb OBE  
Audit Scotland  
4th Floor  
The Athenaeum Building  
8 Nelson Mandela Place  
Glasgow  
G2 1BT  
16 September 2021

## Financial Statements for the Year Ended 31 March 2021

### Statement of Comprehensive Net Expenditure for the year ended 31 March 2021

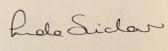
	Note	2020-21 £'000	2019-20 £'000
<b>INCOME</b>			
<b>Operating Income</b>	4	<b>(7,304)</b>	<b>(6,950)</b>
Fees and charges for records and services	4	(7,034)	(6,729)
Property rental income	4	(209)	(221)
Capital grant	4	(61)	-
<b>EXPENDITURE</b>			
<b>Staff Costs</b>	2	<b>31,271</b>	<b>27,698</b>
<b>Operating Expenditure</b>	3	<b>24,865</b>	<b>16,323</b>
Depreciation, amortisation and impairment	6	6,579	3,031
Movement on provisions	10	-	-
Grants	3	170	190
Other operating expenditure	3	18,116	13,102
<b>Net Operating Costs for the Year</b>		<b>48,832</b>	<b>37,071</b>
<b>Other Comprehensive Income</b>		<b>(645)</b>	<b>(707)</b>
Revaluation gain	6	(645)	(707)
<b>Total Comprehensive (Income)/Expenditure for the Year</b>		<b>48,187</b>	<b>36,364</b>

The notes on pages [73 to 95](#) form part of these financial statements.

## Statement of Financial Position as at 31 March 2021

	Note	2020-21 £'000	2019-20 £'000
<b>Non-Current Assets</b>			
Property, plant and equipment	6	16,968	18,750
Intangible assets	6	9,848	12,078
Trade and other receivables	7	153	113
		<b>26,969</b>	<b>30,941</b>
<b>Current Assets</b>			
Trade and other receivables	7	976	956
Cash and cash equivalents	8	1	1
		<b>977</b>	<b>957</b>
<b>Total Assets</b>		<b>27,946</b>	<b>31,898</b>
<b>Current Liabilities</b>			
Trade and other payables	9	6,090	5,975
Provisions for liabilities and charges	10	-	-
<b>Non-Current Assets Less Net Current Liabilities</b>		<b>21,856</b>	<b>25,923</b>
<b>Non-Current Liabilities</b>			
Creditors (falling due after more than one year)	9	376	469
Provisions for liabilities and charges	10	-	-
<b>Net Assets</b>		<b>21,480</b>	<b>25,454</b>
<b>Taxpayers' Equity</b>			
General Fund	SoCTE	14,266	18,382
Revaluation Reserve	SoCTE	7,214	7,072
<b>Total Equity</b>		<b>21,480</b>	<b>25,454</b>

The notes on pages [73 to 95](#) form part of these financial statements.



Linda Sinclair Accountable  
Officer. 16 September 2021

The Accountable Officer  
authorised these financial  
statements for issue.  
16 September 2020

## Statement of Cash Flows for the year ended 31 March 2021

	Note	2020-21 £'000	2019-20 £'000
<b>Cash flows from operating activities</b>			
Net operating cost	SoCNE	(48,832)	(37,071)
<b>Adjustments for non-cash transactions</b>			
- depreciation	3	4,669	3,011
- loss on disposal of non-current assets	3	-	50
- audit fee	3	68	66
- impairments	3	1,910	20
<b>Movements in working capital</b>			
- (increase)/decrease in receivables	7	(60)	616
- (decrease)/increase in payables	9	22	2,400
- (decrease)/increase in provisions	10	-	-
<b>Net cash outflow from operating activities</b>		<b>(42,223)</b>	<b>(30,908)</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	6	(954)	(1,605)
Purchase of intangible assets	6	(968)	(2,926)
Proceeds from disposal of property, plant and equipment	6	-	-
<b>Net cash flow from investing activities</b>		<b>(1,922)</b>	<b>(4,531)</b>
<b>Cash flows from financing activities</b>			
Funding	SoCTE	44,145	35,439
<b>Cash flows from financing activities</b>		<b>44,145</b>	<b>35,439</b>
<b>Net movement in cash and cash equivalents</b>		<b>8</b>	<b>-</b>
Cash and cash equivalents at beginning of year	8	1	1
Cash and cash equivalents at end of year	8	1	1

The exact sum of Parliamentary net funding drawn during the 2020-21 financial year was £44,144,941.58.

The notes on pages [73 to 95](#) form part of these financial statements.

## Statement of Changes in Taxpayers' Equity for the year ended 31 March 2021

	Note	General Fund £'000	Revaluation Reserve £'000	Total Equity £'000
<b>Balance at 1 April 2020</b>		<b>18,382</b>	<b>7,072</b>	<b>25,454</b>
Net operating costs for the year ended 31 March 2020	SoCNE	(48,832)	-	(48,832)
Revaluation adjustment	6	-	645	645
Transfers between reserves	6	503	(503)	-
Notional auditors' remuneration	3	68	-	68
Net funding		44,145	-	44,145
<b>Balance at 31 March 2021</b>		<b>14,266</b>	<b>7,214</b>	<b>21,480</b>

## Statement of Changes in Taxpayers' Equity for the year ended 31 March 2020

	Note	General Fund £'000	Revaluation Reserve £'000	Total Equity £'000
<b>Balance at 1 April 2019</b>		<b>19,595</b>	<b>6,718</b>	<b>26,313</b>
Net operating costs for the year ended 31 March 2019	SoCNE	(37,071)	-	(37,071)
Revaluation adjustment	6	-	707	707
Transfers between reserves	6	353	(353)	-
Notional auditors' remuneration	3	66	-	66
Net funding		35,439	-	35,439
<b>Balance at 31 March 2020</b>		<b>18,382</b>	<b>7,072</b>	<b>25,454</b>

### Explanation of Reserves:

General Fund – the General Fund represents the total assets less liabilities of NRS, to the extent that they are not represented by the revaluation reserve and financing items. Revaluation Reserve – the Revaluation Reserve reflects the unrealised element of the cumulative balance of indexation and revaluation adjustments (excluding donated assets).

The notes on pages [73 to 95](#) form part of these financial statements.

## Notes to the Financial Statements for the year ended 31 March 2021

### 1. Statement of Accounting Policies

These financial statements have been prepared in accordance with the principles and disclosure requirements set out in the Financial Reporting Manual (FReM) for 2020-21, published by HM Treasury. The financial statements have been prepared on a going concern basis. The FReM interprets and applies International Financial Reporting Standards (IFRS) to the central government context. Where the FReM and IFRS permit a choice of accounting policy, the policy judged most appropriate to the circumstances of National Records for Scotland (NRS) has been selected. The accounting policies described below have been applied consistently to all material items within the financial statements.

#### 1.1 Key Estimates

The preparation of financial statements requires the use of estimates and judgements. The key estimates within these financial statements are described below:

##### Property, Plant and Equipment

Valuations and useful life estimates in respect of NRS buildings have been supplied by District Valuer Services (DVS), a division of the Valuation Office Agency. The valuations have been carried out by a Royal Institute of Chartered Surveyors (RICS) Registered Valuer, and have been conducted in accordance with the RICS Valuation – Professional Standards 2017 UK Edition.

The DVS report included the following information on market conditions: ‘The outbreak of COVID-19, declared by the World Health Organisation as a “Global Pandemic” on the 11th March 2020, has and continues to impact many aspects of daily life and the global economy – with some real estate markets having experienced lower levels of transactional activity and liquidity. Travel, movement and operational restrictions have been implemented by many countries. In some cases, “lockdowns” have been applied to varying degrees and to reflect further “waves” of COVID-19; although these may imply a new stage of the crisis, they are not unprecedented in the same way as the initial impact. The pandemic and the measures taken to tackle COVID-19 continue to affect economies and real estate markets globally. Nevertheless, as at the valuation date some property markets have started to function again, with transaction volumes and other relevant evidence returning to levels where an adequate

quantum of market evidence exists upon which to base opinions of value. Accordingly, and for the avoidance of doubt, our valuation is not reported as being subject to “material valuation uncertainty” as defined by VPS 3 and VPGA 10 of the RICS Valuation Global Standards. For the avoidance of doubt, this explanatory note has been included to ensure transparency and to provide further insight as to the market context under which the valuation opinion was prepared. In recognition of the potential for market conditions to move rapidly in response to changes in the control or future spread of COVID-19 we highlight the importance of the valuation date.’

### Intangible Assets

Following a review of asset life, management is satisfied that NRS should retain existing estimated life for website images for the purposes of 2020-21 financial statements. Management is also satisfied, based on sensitivity analysis, that there are sufficient future income streams in excess of the website images asset category to support the existing valuation. This will be reviewed annually. As there is no active market for our website images asset, the cost model has been applied and therefore no revaluations are possible.

### Census Contracts

NRS has entered into two material contracts to design, develop and operate bespoke IT systems to support the delivery of the Census 2022 programme, one to deliver the Online Collection Instrument and the other to deliver a Data Collection Operational Management System. Both contracts consist of three phases of work: Phase 1 – Mobilisation, Discovery and Design; Phase 2 – Implementation; and Phase 3 – Operation. Many of the costs incurred under Phase 2 of each contract contributed to the construction and deployment of the systems that will be used to deliver the Census, and met the criteria for intangible assets under IAS 38. Costs for Phase 2 of each contract were therefore capitalised until October 2019, when a public-facing Census Rehearsal was held. Phase 2 costs after this rehearsal are treated as subsequent expenditure and capitalised only where there is evidence that the expenditure enhances the future economic benefits associated with the asset. Otherwise they are charged to revenue as incurred. Costs under Phases 1 and 3 do not create or enhance an intangible asset and are charged to revenue as incurred. In 2020-21 expenditure was capitalised for the Outputs and dissemination for the new Census Outputs website which is scheduled to go live in April 2021.

NRS has entered into a number of other supplier contracts to deliver goods and services in support of the Census 2022 programme. These are accounted for in accordance with applicable standards and with these accounting policies.

## 1.2 Accounting Convention

These financial statements have been prepared under the historical cost convention modified to account for the revaluation of tangible and intangible non-current assets at their value to the business by reference to their current costs or perceived market value. Other classes of assets are carried at depreciated or amortised historic cost.

## 1.3 Non-Current Assets: Property, Plant and Equipment

Title to the freehold land and buildings shown in the financial statements is held as follows:

- property on the departmental estate, title to which is held by Scottish Ministers; and
- property, not being part of the departmental estate, held by NRS in the name of the Scottish Ministers.

Freehold land and buildings are shown at fair value less subsequent depreciation, valued using a rolling programme of professional valuations covering each building every five years, supplemented with interim desktop valuations. For 2020-21 all valuations were completed as a desktop exercise due to COVID-19 building restrictions. Other non-current assets are shown at historic cost net of depreciation as a proxy for fair value.

The minimum levels for capitalisation of a non-current asset across asset categories are as follows:

Property, Plant and Equipment	£'000
Freehold Land and Buildings	20
Office Equipment (including Fixtures and Fittings)	5
Vehicles	5
Plant and Equipment	10
ICT Systems	1
Specialised Shelving	10
Heritage Assets - Papers and Journals	20

Information and Communications Technology (ICT) systems are capitalised where the pooled value exceeds £1,000 – pooling of assets is in line with Scottish Government Policy.

Costs for Property, Plant and Equipment include the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use.

## Depreciation

Freehold land and assets held for sale are not depreciated.

Depreciation is provided on property, plant and equipment on a straight-line basis at rates sufficient to write down their cost or re-valued amounts to their residual values over their estimated useful lives. The depreciation rates for the principal categories of assets are as follows:

Property, Plant and Equipment	Years
Buildings	2-50 (as per valuation)
Office Equipment (including Fixtures and Fittings)	5
Vehicles	5
Plant and Equipment	5-10
ICT Systems	3-5
Specialised Shelving	10-20
Heritage Assets - Papers and Journals	25-30

Asset lives are reviewed on an annual basis and may be re-lifed if the asset has exceeded its useful standard life detailed in the table above. This can result in the life of an asset being greater than the standard life.

## 1.4 Non-Current Assets: Intangible Assets

Intangible assets are shown at historic cost net of amortisation as a proxy for fair value.

During the year, a review of Website Images was undertaken. Management reviewed the existing approach in line with IAS 38 and confirmed that the useful life and valuation continue to be appropriate. No impairment was necessary following this review.

The minimum levels for capitalisation of a non-current asset across asset categories are as follows:

Intangible Assets	£'000
Website Images	5
Computer Software and Computer Licences	1

Costs for intangible assets include the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use.

### Amortisation

Amortisation is provided on intangible assets on a straight-line basis at rates sufficient to write down their costs over their estimated useful lives. The amortisation rates for the principal categories of assets are as follows:

Intangible Assets	Years
Website Images	60
Computer Software and Computer Licences	3-5

If software is licensed for a term shorter than the lifetime set out in the table above, it is amortised over the licence term. Asset lives are reviewed on an annual basis and may be re-lifed if the asset has exceeded its useful standard life detailed in the table above. This can result in the life of an asset being greater than the standard life.

The Website Images asset category shown in Note 6 to these financial statements includes both digital images and the software infrastructure used to present them to the public. The latter has a useful life of five years, in line with the policy for Computer Software.

## 1.5 Third Party Assets

NRS holds, as custodian or trustee, certain assets belonging to third parties. These are not recognised in the financial statements since neither NRS nor government, more generally, has a direct financial beneficial interest in them.

## 1.6 Heritage Assets

Heritage Assets are defined as tangible items with historical, artistic, scientific, technological, geophysical or environmental qualities that are held and maintained principally for their contribution to knowledge and culture.

NRS is responsible for holding and maintaining a wide range of historical records, documents and current data in the care of Scottish Ministers. The majority of these assets are acquired or generated in the course of NRS's ongoing activities.

Given the nature of these assets it is not possible to obtain a reliable valuation for them. Accordingly they have not been capitalised. On occasion, NRS will purchase additional records and documents. Where assets are acquired in exchange for consideration in this way, they are recognised as an asset and valued at cost.

Details of NRS's policies and practices with regard to the management of our records, and of our preservation and conservation work, can be found on our [website](#).<sup>34</sup>

## 1.7 Operating Income

Operating income is income that relates directly to the operating activities of NRS. It includes fees and charges for services provided to external customers. It includes both income applied without limit and income applied with limit. For income categorised as being applied with limit any excess income over that approved, is surrendered to the Scottish Consolidated Fund.

NRS recognises the full income received from our ScotlandsPeople website at the time the income is paid as the service is recognised as being delivered when full access to view and purchase all documents is granted.

<sup>34</sup> <https://www.nrscotland.gov.uk/record-keeping>

Where contractually any income is paid in arrears, income will be recognised up to the year-end and a provision created to accrue, where necessary.

NRS recognises subscription payments for ScotlandsPeople website by apportioning them across the time period to which they relate.

### Trade Receivables

Trade receivables are recognised at fair value. NRS holds no provision for bad debts as the majority of transactions are with other government departments and of low value, not considered to be a risk to the organisation. During the year no debts have been written off (2019-20: £309.72).

## 1.8 Staff Costs and Operating Expenditure

The Statement of Comprehensive Expenditure analyses expenditure between Staff Costs and Operating Expenditure. Staff Costs includes the cost of permanent and temporary employees, as well as temporary agency and contract staff engaged in NRS's objectives. Operating Expenditure includes all other costs of NRS's operations, including goods and services, grants made, and depreciation and amortisation of non-current assets.

### Trade Payables

Trade payables are recognised at fair value and calculated on an accruals basis. All operations of NRS are deemed to be continuing operations.

## 1.9 Grants

Grants payable are recorded as expenditure in the period that the underlying activity giving entitlement to the grant occurs. Where necessary, obligations in respect of grant schemes are recognised as liabilities.

## 1.10 Foreign Exchange

Transactions which are denominated in a foreign currency are translated into sterling at the exchange rate ruling on the date of each transaction, except where rates do not fluctuate significantly, in which case an average rate for a period is used.

## 1.11 Pensions

Present and past employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS) which is a defined benefit scheme and is unfunded and non-contributory. Portfolios, Agencies and other bodies covered by the PCSPS recognise the expected cost of providing pensions for their employees, on a systematic and rational basis over the period during which they benefit from their services. Liability for payment of future benefits is a charge to the PCSPS. Separate scheme statements for the PCSPS as a whole are published.

## 1.12 VAT

VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of assets. Where output tax is charged or input tax is recoverable, the amounts are stated net of VAT.

## 1.13 Leases

With one exception, the leases entered into by NRS are classified as operating leases and, as such, the rentals are charged to the Operating Cost Statement over the term of the lease. The remaining lease, covering one of NRS's buildings, grants NRS the right to occupy the building for 100 years to 2064 in exchange for a peppercorn rent. There is therefore no annual cost or lease liability. The building is recognised as an asset following the policies for non-current assets above.

## 1.14 Segmental Reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the Executive Management Board. This body supports and advises the Chief Executive in managing and overseeing the organisation and is therefore considered to be the key decision maker for NRS.

## 1.15 IFRS updates issued but not yet effective

One IFRS standard in issue will have a material impact on NRS's accounts when it becomes effective:

### IFRS 16 Leases

IFRS 16 replaces IAS 17 and largely removes the distinction between operating and finance leases for lessees, by introducing a single lessee accounting model that requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months. It was previously to apply to bodies applying the FReM from 2020-21. HM Treasury has

agreed with the Financial Reporting Advisory Board (FRAB) to defer the implementation of IFRS 16 until April 2022. This is because of the circumstances caused by COVID-19. Application guidance was issued, PES Paper 2020 (02), but has been formally withdrawn.

NRS holds two of its buildings under leases which are currently accounted for as operating leases. Under IFRS 16 a right of use asset would be capitalised and a corresponding liability would be recognised. The best current estimate is that had this standard been applied in these accounts, additional right of use assets of £3.2m would be included in the Statement of Financial Position as at 31 March 2021, along with lease liabilities of the same value. An additional depreciation charge of £0.8m would have been incurred on the right of use assets, as well as a small finance charge representing the unwinding of the discount on the lease liabilities. These charges would replace the £0.9m of operating lease payments recognised in the Statement of Comprehensive Net Expenditure for 2020-21. These figures are calculated using the HM Treasury application guidance example discount rate of 2.2% to discount lease payments and an estimated inflation rate of 2.0%.

NRS holds one building under a 100-year lease (which terminates in 2064), paying peppercorn rent each year. This is currently accounted for as a finance lease with no outstanding lease liability. Applying the transition guidance for IFRS 16, it is expected that the asset value will be unchanged on transition, and that the liability will remain nil.

NRS has leased office equipment. The majority of this is expected to fall under the low-value assets exemption of IFRS 16. The value and term of these leases is such that this will not materially affect the accounts.

## 1.16 Going Concern

The accounts are prepared on the going concern basis, which provides that the entity will continue in operational existence for the foreseeable future.

## 2. Staff Costs

Please refer to Remuneration and Staff Report on [page 47](#).

## 3. Operating Expenditure

### 3.1 Analysis of Operating Expenditure

	2020-21 £'000	2019-20 £'000
Accommodation	3,791	3,728
ICT maintenance and supplies	1,496	1,265
Support services from other public bodies	855	698
Specialist service contracts	2,260	2,013
Communications services	224	236
ScotlandsPeople web hosting	410	396
Website development and running costs	19	10
Stationery	47	246
Marketing	253	214
Training	112	149
Transport and travel	8	80
Census 2022 services	7,949	3,173
Other supplies and services	618	746
Losses and special payments	6	32
<b>Non-cash items:</b>		
Movement on provisions	-	-
Depreciation and amortisation	4,669	3,011
Impairments	1,835	20
AME impairment	75	-
Loss on disposal of assets	-	50
Audit fee	68	66
<b>Programme expenditure:</b>		
Grant to Scottish Council on Archives	170	190
<b>Total</b>	<b>24,865</b>	<b>16,323</b>

A breakdown of in-year depreciation and amortisation is provided in Note 6.

### 3.2 Other Operating Expenditure

There is £881k of expenditure relating to operating lease arrangements for properties recorded within Other Operating Costs (2019-20: £881k).

## 4. Operating Income

### 4.1 Analysis of Operating Income

	2020-21 £'000	2019-20 £'000
Income from contract to operate NHS Central Register	(933)	(933)
Charges for access to records and associated services	(681)	(1,799)
Income from the ScotlandsPeople website	(5,070)	(3,455)
Other fees and charges	(350)	(542)
Property rental income from other public bodies	(209)	(221)
Income from capital grant	(61)	-
<b>Total Administration Income</b>	<b>(7,304)</b>	<b>(6,950)</b>

Receipts from fees and charges arise from a range of services provided to customers, including income from the sale of extracts through both our ScotlandsPeople Centre and ScotlandsPeople Website, contracted income from the Scottish Government to maintain the National Health Service Central Register, fees for the statutory services we provide to the public, and rental income from other public bodies who are minor occupiers in the buildings we operate.

### 4.2 Operating Income received from External and Public Sector Customers analysed by services provided is as follows:

	Income Received £'000	Full Cost £'000	Surplus/ (Deficit) £'000
<b>Service Provided:</b>			
Delivery of ScotlandsPeople online, which also incorporated ordering of official statutory certificates from July 2020	5,680	4,873	807
Maintenance of the National Health Service Central Register (NHSCR) of patients and associated research data sales	941	951	(10)

## 5. Reconciliation of Net Operating Cost to Net Resource Outturn and Resource Budget Outturn

	2020-21 £'000	2019-20 £'000
Net Operating Cost	48,832	37,071
Net Resource Outturn	48,832	37,071
of which:		
Departmental Expenditure in DEL	48,757	37,071
Departmental Expenditure in AME	75	-

Budgets for Departmental Expenditure Limits (DEL) are set as part of the Scottish Spending Review and annual Budget Bills. These are allocated for running costs associated with the delivery of NRS's functions and services.

Annually Managed Expenditure (AME) represents costs that are more volatile and so are not managed in the same way as DEL.

## 6. Non-Current Assets – Property, Plant and Equipment 2020-21

	Freehold Land £'000	Buildings £'000	Office Equipment £'000	Vehicles £'000	Plant and Equipment £'000	ICT Systems £'000	Specialised Shelving £'000	Heritage Assets - Papers and Journals £'000	Assets under Construction £'000	Assets Held for Sale £'000	Total £'000
<b>Cost or valuation</b>											
At 1 April 2020	2,295	10,705	469	89	1,325	4,257	2,918	3,085	1,010	-	26,153
Additions	-	824	-	-	-	92	-	31	7	-	954
Disposals	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	949	-	-	-	-	-	-	(1,010)	-	(61)
Transfer - capital grant asset	-	61	-	-	-	-	-	-	-	-	61
Revaluation	(24)	(46)	-	-	-	-	-	-	-	-	(70)
Impairment and revaluation to outturn	-	(1,910)	-	-	-	-	-	-	-	-	(1,910)
<b>At 31 March 2021</b>	<b>2,271</b>	<b>10,583</b>	<b>469</b>	<b>89</b>	<b>1,325</b>	<b>4,349</b>	<b>2,918</b>	<b>3,116</b>	<b>7</b>	<b>-</b>	<b>25,127</b>
<b>Accumulated Depreciation</b>											
At 1 April 2020	-	-	466	66	770	2,874	2,006	1,221	-	-	7,403
Charged in year	-	715	1	8	111	405	117	114	-	-	1,471
Disposals	-	-	-	-	-	-	-	-	-	-	-
Revaluation	-	(715)	-	-	-	-	-	-	-	-	(715)
<b>At 31 March 2021</b>	<b>-</b>	<b>-</b>	<b>467</b>	<b>74</b>	<b>881</b>	<b>3,279</b>	<b>2,123</b>	<b>1,335</b>	<b>-</b>	<b>-</b>	<b>8,159</b>
<b>Net book value current year</b>	<b>2,271</b>	<b>10,583</b>	<b>2</b>	<b>15</b>	<b>444</b>	<b>1,070</b>	<b>795</b>	<b>1,781</b>	<b>7</b>	<b>-</b>	<b>16,968</b>
Net book value prior year	2,295	10,705	3	23	555	1,383	912	1,864	1,010	-	18,750

Due to COVID-19 none of NRS properties have formally been inspected, all have been completed as desk top valuations. Valuations were carried out by the District Valuer Services (DVS), a division of the Valuation Office Agency. The valuations have been conducted in accordance with RICS Valuation – Professional Standards 2017 UK Edition.

With the exception of West Register House (long-term leased property) all non-current (tangible) assets disclosed within the asset classes above are owned by NRS.

The realised element of the depreciation charged for the year is £503k (£715k depreciation charge calculated under current cost accounting method as per Note 6, minus £212k charge under historic cost accounting). This has been transferred from the revaluation reserve to the general fund.

## 6. Non-Current Assets – Property, Plant and Equipment 2019-20

	Freehold Land £'000	Buildings £'000	Office Equipment £'000	Vehicles £'000	Plant and Equipment £'000	ICT Systems £'000	Specialised Shelving £'000	Heritage Assets - Papers and Journals £'000	Assets under Construction £'000	Assets Held for Sale £'000	Total £'000
<b>Cost or valuation</b>											
At 1 April 2019	2,265	10,585	469	89	1,233	4,077	2,944	3,085	-	-	24,747
Additions	-	-	-	-	121	474	-	-	1,010	-	1,605
Disposals	-	-	-	-	(29)	(294)	(26)	-	-	-	(349)
Revaluation	30	120	-	-	-	-	-	-	-	-	150
<b>At 31 March 2020</b>	<b>2,295</b>	<b>10,705</b>	<b>469</b>	<b>89</b>	<b>1,325</b>	<b>4,257</b>	<b>2,918</b>	<b>3,085</b>	<b>1,010</b>	<b>-</b>	<b>26,153</b>
<b>Accumulated Depreciation</b>											
At 1 April 2019	-	-	465	77	696	2,681	2,366	1,106	-	-	7,391
Charged in year	-	557	1	(11)	103	461	(334)	115	-	-	892
Disposals	-	-	-	-	(29)	(268)	(26)	-	-	-	(323)
Revaluation	-	(557)	-	-	-	-	-	-	-	-	(557)
<b>At 31 March 2020</b>	<b>-</b>	<b>-</b>	<b>466</b>	<b>66</b>	<b>770</b>	<b>2,874</b>	<b>2,006</b>	<b>1,221</b>	<b>-</b>	<b>-</b>	<b>7,403</b>
<b>Net book value current year</b>	<b>2,295</b>	<b>10,705</b>	<b>3</b>	<b>23</b>	<b>555</b>	<b>1,383</b>	<b>912</b>	<b>1,864</b>	<b>1,010</b>	<b>-</b>	<b>18,750</b>
Net book value prior year	2,265	10,585	4	12	537	1,396	578	1,979	-	-	17,356

All non-current assets disclosed within the asset classes above are owned by NRS.

## 6. Non-Current Assets – Intangible Assets 2020-21

	Computer Licenses £'000	Website Images £'000	Computer Software £'000	Assets under Development £'000	Total £'000
<b>Cost or Valuation</b>					
At 1 April 2020	1,512	10,076	5,472	-	17,060
Additions	139	-	-	829	968
Disposals	-	-	-	-	-
Transfers	-	-	-	-	-
<b>At 31 March 2021</b>	<b>1,651</b>	<b>10,076</b>	<b>5,472</b>	<b>829</b>	<b>18,028</b>
<b>Accumulated Amortisation</b>					
At 1 April 2020	512	3,019	1,451	-	4,982
Charged in year	592	573	2,033	-	3,198
Disposals	-	-	-	-	-
<b>At 31 March 2021</b>	<b>1,104</b>	<b>3,592</b>	<b>3,484</b>	<b>-</b>	<b>8,180</b>
<b>Net book value current year</b>	<b>547</b>	<b>6,484</b>	<b>1,988</b>	<b>829</b>	<b>9,848</b>
Net book value prior year	1,000	7,057	4,021	-	12,078

All non-current (intangible) assets disclosed within the asset classes are owned by NRS. The Website Images asset category includes both digital images and the software infrastructure used to present them to the public.

Assets under development consists of software being developed for the 2022 Census for the Outputs and dissemination for the new Census Outputs website which is scheduled to go live in April 2021.

## 6. Non-Current Assets – Intangible Assets 2019-20

	Computer Licenses £'000	Website Images £'000	Computer Software £'000	Assets under Development £'000	Total £'000
<b>Cost or Valuation</b>					
At 1 April 2019	851	10,076	968	3,431	15,326
Additions	1,045	-	1,881	-	2,926
Disposals	(384)	-	(808)	-	(1,192)
Transfers	-	-	3,431	(3,431)	-
<b>At 31 March 2020</b>	<b>1,512</b>	<b>10,076</b>	<b>5,472</b>	<b>-</b>	<b>17,060</b>
<b>Accumulated Amortisation</b>					
At 1 April 2019	655	2,435	921	-	4,011
Charged in year	221	584	1,314	-	2,119
Disposals	(364)	-	(784)	-	(1,148)
<b>At 31 March 2020</b>	<b>512</b>	<b>3,019</b>	<b>1,451</b>	<b>-</b>	<b>4,982</b>
<b>Net book value current year</b>	<b>1,000</b>	<b>7,057</b>	<b>4,021</b>	<b>-</b>	<b>12,078</b>
Net book value prior year	196	7,641	47	3,431	11,315

## 7. Trade and Other Receivables

	2020-21 £'000	2019-20 £'000
<b>Amounts falling due within one year</b>		
Trade receivables	47	18
VAT	-	70
Prepayments and accrued income	927	857
Other receivables - sundry debtors	2	11
<b>Total receivables falling within one year</b>	<b>976</b>	<b>956</b>
<b>Amounts falling due after one year</b>		
Prepayments and accrued income	153	113
<b>Total receivables falling after one year</b>	<b>153</b>	<b>113</b>
<b>Total Receivables</b>	<b>1,129</b>	<b>1,069</b>
<b>Movement</b>	<b>60</b>	<b>(616)</b>
<b>Analysis by category of counterparty</b>		
Other Central Government Bodies	1	86
Local Authorities	-	55
NHS Bodies	-	4
Bodies External to Government	1,128	924
<b>Total Receivables</b>	<b>1,129</b>	<b>1,069</b>

## 8. Cash and Cash Equivalents

	2020-21 £'000	2019-20 £'000
At 1 April	1	1
Movement	-	-
<b>At 31 March</b>	<b>1</b>	<b>1</b>
Commercial banks and cash in hand	1	1
<b>Total Cash</b>	<b>1</b>	<b>1</b>

## 9. Trade and Other Payables: amounts falling due within one year

	2020-21 £'000	2019-20 £'000
Trade payables	2,229	1,000
Deferred income	8	3
Employee benefits	1,227	803
Accrued expenditure	1,663	1,918
Capital accruals	93	1,422
Income tax, social security and pensions	754	713
Lease incentive	116	116
<b>Total Payables</b>	<b>6,090</b>	<b>5,975</b>
Lease incentive	330	446
Retention	46	23
<b>Total payables falling after one year</b>	<b>376</b>	<b>469</b>
<b>Total Payables</b>	<b>6,466</b>	<b>6,444</b>
<b>Movement</b>	<b>22</b>	<b>2,400</b>
<b>Analysis by category of counterparty</b>		
Other Central Government Bodies	-	7
Local Authorities	1	4
NHS Bodies	104	5
Bodies External to Government	6,361	6,428
<b>Total Payables</b>	<b>6,466</b>	<b>6,444</b>

## 10. Provisions for Liabilities and Charges

During the year there were no provisions made for liabilities and charges (2019-20: Nil). During financial year 2020-21, no NRS employees were awarded early retirement.

## 11. Commitments under Leases

Total future minimum lease payment under operating leases are given in the table below for each of the following periods.

	2020-21 £'000	2019-20 £'000
<b>Obligations under operating leases comprise:</b>		
<b>Land and Buildings</b>		
- Within one year	881	881
- Between two and five years	3,250	3,322
- After five years	3,100	3,910
<b>Total</b>	<b>7,231</b>	<b>8,113</b>
<b>Other</b>		
- Within one year	20	22
- Between two and five years	33	53
- After five years	-	-
<b>Total</b>	<b>53</b>	<b>75</b>
<b>Total obligations under operating leases</b>	<b>7,284</b>	<b>8,188</b>

These operating leases are in respect of rent for Ladywell House and Cairnsmore House, where rental fees are reviewed every five years. Current rental fees for these buildings are £810k and £71k respectively. The Ladywell House lease expires in January 2030, with options to break in 2023 and 2025. The Cairnsmore House lease expires in 2022.

## 12. Capital Commitments

	2020-21 £'000	2019-20 £'000
<b>Capital commitments at 31 March 2021 for which no provision has been made</b>	<b>397</b>	<b>1,021</b>

### 13. Related party transactions

NRS maintains the National Health Service Central Register of patients on behalf of the Scottish Government. The Scottish Government is regarded as a related party with which NRS has had various material transactions during the year.

In addition, NRS has had a number of transactions with other government departments and other central government bodies.

During the year there were no material transactions by board members, key managerial staff or other related parties.

### 14. Contingent Liabilities

Three of NRS's buildings, Ladywell House, Cairnsmore House and West Register House, are leased. The leases for these buildings require NRS to maintain them and specify the condition they should be in when they are returned to the landlords on the termination of the leases. There is therefore a possible obligation on NRS to undertake works or make payments to the landlords of these buildings at the conclusion of the lease term. It is not possible to quantify this obligation at this stage.

### 15. Financial Instruments

As the cash requirements of NRS are met through the Scottish Parliament's Budget Act process, financial instruments play a more limited role in creating risk than would apply to a non-public sector body of a similar size. The majority of financial instruments relate to contracts to buy non-financial items in line with NRS's expected purchase and usage requirements and NRS is therefore exposed to little credit, liquidity or market risk.

## 16. Segmental Analysis as at 31 March 2021

NRS is structured into the following five business areas:

### Information and Records Services

Deals with issues related to archives and record-keeping, leads record-keeping in Scotland through the Public Records (Scotland) Act 2011 and the UK Archive Service Accreditation Scheme, and advises government bodies, the courts, private and corporate owners about their record-keeping responsibilities. This business area also leads NRS's own information policy and management.

### Operations and Customer Services

Encompasses NRS's public services, both on-site and online, meets NRS's statutory duty to provide extracts from various legal registers, and operates NRS's communications function and its education and outreach programmes.

### IT Services

Delivers the IT needs to the business. IT Services supports, maintains, and governs performance for all technologies within NRS, governs and controls technical architecture and solution design, and leads and takes ownership of all technology projects and programmes via the IT Programme Management function. It also leads on IT and information security related risk, compliance, security and disaster recovery functions.

### Statistical Services

Publishes statistical information about the people of Scotland, delivers data sharing and linking services, and provides the NHS Central Register of people in Scotland. The programme to deliver the 2022 Census sits within this business area.

### Corporate Services

Leads on annual and strategic planning for the organisation and supports the work of other business areas, providing governance, finance, procurement and estates services. The new formed Delivery Directorate area sits within here, it supports the delivery of our major change initiatives and implements corporate standards for programme and project management.

These business areas are the basis on which NRS monitors its operations and upon which decisions are made by senior management. Senior management reviews the operating cost income and expenditure to make decisions but do not allocate assets to the segments. Accordingly, asset information is not disclosed.

#### Segmental Reporting of 2020-21 Outturn:

	Staff Costs	Grants, Goods and Services	Total Expenditure	Operating Income	Total Net Operating Costs
	£'000	£'000	£'000	£'000	£'000
Information and Records Services	2,511	521	3,032	(4)	3,028
IT Services	8,325	4,448	12,773	-	12,773
Operations and Customer Services	4,776	1,177	5,953	(6,077)	(124)
Statistical and Registration Services	8,695	11,242	19,937	(948)	18,989
Corporate Services	3,328	4,533	7,861	(274)	7,587
	<b>27,635</b>	<b>21,921</b>	<b>49,556</b>	<b>(7,303)</b>	<b>42,253</b>
Adjust for items not allocated by segment:					
Depreciation				3	4,669
Impairment				3	1,910
<b>Total Net Operating Costs per Statement of Comprehensive Net Expenditure</b>					<b>48,832</b>

#### Segmental Reporting of 2019-20 Outturn:

	Staff Costs	Grants, Goods and Services	Total Expenditure	Operating Income	Total Net Operating Costs
	£'000	£'000	£'000	£'000	£'000
Information and Records Services	2,447	514	2,961	(96)	2,865
IT Services	6,979	4,502	11,481	-	11,481
Operations and Customer Services	4,717	1,013	5,730	(5,650)	80
Statistical Services	8,876	5,018	13,894	(953)	12,941
Strategy and Business Services	2,381	4,543	6,924	(251)	6,673
	<b>25,400</b>	<b>15,590</b>	<b>40,990</b>	<b>(6,950)</b>	<b>34,040</b>
Adjust for items not allocated by segment:					
Movement on provisions				3	-
Depreciation				3	3,011
Impairment				3	20
<b>Total Net Operating Costs per Statement of Comprehensive Net Expenditure</b>					<b>37,071</b>

## Accounts Direction



### NATIONAL RECORDS OF SCOTLAND

Direction by the Scottish Ministers in accordance with section 19(4) of the Public Finance and Accountability (Scotland) Act 2000

1. The statement of accounts for the financial year ended 31 March 2012 and subsequent years shall comply with the accounting principles and disclosure requirements of the edition of the Government Financial Reporting Manual (FRM) which is in force for the year for which the statement of accounts is prepared.
2. The accounts shall be prepared so as to give a true and fair view of the net resource outturn, resources applied to objectives, recognised gains and losses and cash flows for the financial year, and of the state of affairs as at the end of the financial year.
3. This direction shall be reproduced as an appendix to the statement of accounts.



Signed by the authority of the Scottish Ministers  
Dated 6 June 2012

## Appendix A - Corporate Governance Framework

A summary of our Corporate Governance framework through 2020-2021 is as follows.

