

NRS MANAGEMENT BOARD MEETING

21 September 2017

Media Room

General Register House, Edinburgh

Present:

Tim Ellis	Chief Executive (Chair)
Laura Mitchell	Deputy Keeper and Head of Records and Archives Services
Anne Slater	Head of Public and Corporate Services
Amy Wilson	Head of Statistical Futures
Steven Hanlon	Head of Finance and Accountable Officer
Catherine Mcfie	Non-Executive Director
Mandy Gallacher	Non-Executive Director
Colin Ledlie	Non-Executive Director
Gordon Shipley	Non-Executive Director
Bill Matthews	Non-Executive Director

In attendance:

David Smith	Secretariat
Linda Sinclair	Change Programme Manager

1. Welcome

2. Minutes and Actions Log

2.1 Members agreed the note was an accurate record of the meeting. Members reviewed the action log and Tim Ellis (TE) advised that Action Points 06 and 11 are still ongoing with the intention to provide updates at a future meeting.

2.2 Declarations of Interest

2.3 Mandy Gallacher (MG) advised she is currently undertaking some work with Children's Hearings Scotland who are based at Ladywell House.

3. Board Business

Finance

3.1 Steven Hanlon (SH) introduced the finance paper which covered reporting period 4. SH went on to provide an oral update on Month 5, covering forecast expenditure, year-to-date figures and capital. Members discussed the paper, noting that the financial position is broadly in line with expectations.

3.2 Portfolio Update

Anne Slater (AS) introduced the paper which highlighted changes in the NRS portfolio. Board members were asked to note the progress of all the key programmes and projects.

Laura Mitchell (LM) offered an update on the Digital Preservation Programme and the recent challenges the Programme has faced on the skills gap front and the mitigating solutions tried already. LM advised short term arrangements were agreed at the last Programme Board. Members discussed the Programme and other potential options for acquiring the required skills such as contracting out, graduate programmes and developing links with schools and education faculties.

TE confirmed that there is recognition across SG and its associated bodies that recruitment of digital and technical skills is problematic. Members noted plans were in motion to reduce the red ratings in the Programme.

3.3 Audit and Risk Committee (ARC) Update

Colin Ledlie (CL) introduced the minutes from the 31 August 2017 meeting and members were asked to note the key points. The main points to note were that Gordon Shipley after 6 years has served on his final ARC meeting and was thanked for his contribution. The Annual Accounts were approved and signed off and it was noted that feedback received from Audit Scotland was very good, recognising the excellent performance of the Finance team. Some key risks were also discussed at the ARC particularly in relation to estates matters.

AS provided a brief update on the progress of the mitigating actions around these risks, highlighting there were no immediate significant health and safety issues.

4. **People and Culture**

4.1 People Plan

LM introduced the paper, drawing particular attention to the Action Plan for 2017-18 and highlighting to the Board that the actions are derived from the feedback received from staff on priority areas with consideration from senior management. LM advised this plan has been shared with NRS staff on its internal intranet.

4.2 Framework Agreement NRS/SG

TE introduced the Framework Agreement Information Paper and was happy to report that the Agreement has now been signed off with Scottish Government. The Board noted the paper.

4.3 Resourcing and Organisational Development

HR Management Information & People Survey 2017-18.

TE introduced both papers highlighting figures on the information available on the number of contractors currently working within NRS. TE advised the People Survey will go live this year on 2 October. Amy Wilson (AW) reported that this year the Cabinet Office had included questions on gender identity. The Board noted that NRS were unhappy at the inclusion of these questions in this way and recognised they were not reflective of best practice.

The Board then discussed issues around projection of retirement in specialist areas. AS advised that succession planning and ensuring skills and knowledge transfer were part of the drivers for reviewing the NRS operating model and underpinning structures.

5. **Census Programme Update.**

5.1 AW gave a presentation to members about progress with the 2021 Census Programme since March 2017. Progress is being made across a number of areas, but particularly around question development, including some sensitive areas such as gender identity. In other legal developments, she also noted that, as a highly exceptional occurrence, NRS had recently been legally required to release some limited information from the 2011 Census to Police Scotland. AW also brought the Board up to date with the progress that was being made with the various procurements, and with the discussions with Scottish Government on funding requirements.

5.2 Members noted that they were pleased to see the progress being made on the Census Programme.

6. **Data Sharing and Linkage Service**

6.1 Gerry Donnelly (GD) provided a presentation on the data sharing and linkage service.

7. **NRS Operating Model and Governance Structures**

7.1 Linda Sinclair provided a presentation on the work on the NRS Operating Model and Governance Structure. The Board noted the proposed governance changes and agreed that the Board should retain broadly its current functions, responsibilities and approach, but that it should be renamed the Strategic Board to better reflect its role.

8. Board Development

- 8.1 The Board noted that it was helpful to have a mix of information provision and discursive items where possible.

9. Date of Next meeting and Close

- 9.1 The next meeting of the NRS Management Board will be held on 14 December 2017 in the Lord Clerk Register's Room in General Register House, Edinburgh.