

NRS MANAGEMENT BOARD MEETING

5 October 2016

Lord Clerk Register's Room
General Register House, Edinburgh

Present:

Tim Ellis	Chief Executive, NRS (Chair)
Laura Mitchell	Deputy Keeper
Penni Rocks	Head of Business Portfolio and Corporate Services
Ian Doig	Non-Executive Director
Mandy Gallacher	Non-Executive Director
Colin Ledlie	Non-Executive Director
Bill Matthews	Non-Executive Director
Catherine McFie	Non-Executive Director
Michael Moss	Non-Executive Director

In attendance:

Fay Meharry	Secretariat
Helen Bennett	Chief Finance Officer

Apologies:

Gordon Shipley	Non-Executive Director
Amy Wilson	Head of Statistical Futures

1. Welcome and Introductions

Tim Ellis (TE) opened the meeting and apologies were noted.

2. Note of Meeting held on 9 June 2016

Members agreed the note was an accurate record of the meeting.

Action Log

Members reviewed the action log. MB Secretariat would seek an update on actions 011-013 from Amy Wilson (AW). TE would consider and set out proposals to the December Board meeting on Action 001 *"To consider possible amendments to the Board and ARC governance structures from early 2017 and propose any changes to the Board"*

Action: MB Secretariat to seek an update on progress from Amy Wilson on Actions 011-013.

Action: Tim Ellis to set out proposals for discussion on possible amendments to NRS governance structures to the December Board meeting.

3. Board Business

3.1 Finance

Penni Rocks (PR) introduced the finance paper which provided high level financial performance for the year to date (2016-17) and planned future activities. Members discussed the papers in detail and noted the following:

- The Autumn Budget Review exercise is currently underway;
- NRS payment performance is good with a current run rate of 99.5% for year to date (the Scottish Government target for paying suppliers within 10 days is 98%);
- The timetable for returns to Scottish Government Finance colleagues is challenging and will require quick turnaround in order to meet deadlines;
- Ian Doig (ID) stated and members agreed that there has been a continued high quality of financial information being brought to the Board.

3.2 Audit and Risk Committee (ARC) Report

ID introduced the paper (from the 22 September ARC meeting) and members noted the key points from the meeting including the good report from external audit and that work was underway to replace Helen Bennett as Chief Finance Officer as she was leaving NRS. It was agreed that ARC minutes, rather than a separate report, could be provided to the Board.

Action: MB Secretariat to provide ARC minute rather than a report as part of the Board papers.

3.3 Programmes and Projects RAG (Red, Amber, Green) Status

PR introduced the paper. Members discussed in detail the position of various programmes and how they fitted into the NRS Strategy. Members agreed that the format of the paper was helpful, and in particular the “Change Since Last Quarter” column gave a useful steer on what had changed.

Members noted that there was ongoing positive collaboration with other similar bodies, around shared issues (such as future storage requirements).

3.4 Census 2021

Members were asked to note the paper provided by AW which set out the progress of the programme. Members were asked to note the following 3 main activities/events:

- Topic Consultation – response report published on 15 August 2016

- Supplier Engagement Events – held on 20 and 23 September 2016
- Cabinet Secretary for Finance and the Constitution – a helpful meeting with him about the programme

Annex B to the paper provided a summary on topics under consideration for collection in Scotlands' Census 2021.

Robert Leask, Census Commercial Lead, gave a presentation about the Commercial Strategy for Census 2021, including the timetable of activities, changes to the approach taken in 2011, and feedback on the process so far. Supplier Engagement Events had gone well and the timetable was on track.

Members agreed the Board should have an update on progress at their meeting in March 2017.

Action: MB Secretariat – ensure Census 2021 is added to the agenda for MB in March 2017.

3.5 ScotlandsPeople

TE provided the Board with an oral update on the new ScotlandsPeople service. The website went live on 28 September 2016 and things were going well, with a few teething issues which were to be expected.

Bill Matthews (BM) commented that his early observations of the new site were that it was an improvement on the previous one. ID thought the management dashboard would be very helpful in understanding how the site was being used. PR provided a paper including some statistics about the site since launch, which included over 1.2 million pages viewed.

It was agreed that this new service had lots of potential to develop in the future and was a significant step forward for the organisation.

3.6 Digital Preservation Programme – update

Laura Mitchell (LM) provided an oral update to the meeting. The Preservation Project's tender document was published on 23 September, with the deadline for bids and evaluation taking place in November. The Web Continuity Project is progressing, with some delays in recruitment, and a Programme Manager taking up post in late October.

4. Edinburgh St James and General Register House

PR introduced the paper to provide MB members with an update on the redevelopment of the St James Centre site, the actions being taken to identify and mitigate the risks posed by the building work, and engagement with the developers. TE asked Non-Executive Members to indicate if they might be able to support him

and Penni in a meeting with the developers. Colin Ledlie, Catherine McFie and Bill Matthews confirmed they were willing to be involved.

Action: MB Secretariat to liaise with PR on dates for meeting with the developers and to contact interested Non-Executive Members about availability.

5. NRS Business Plan 2016-17

PR introduced the NRS Business Plan 2016-17 paper, asked Members to note that it was still a draft and that the Business Leadership Group had agreed its content at their 20 September meeting. It was noted that the majority of work undertaken in NRS is “Business As Usual” rather than the key Programmes, which are reported on separately.

Members provided comments on the draft, they agreed it was a comprehensive high level plan, but that it required some refinement before being shared more widely.

Action: Penni Rocks to consider comments from the meeting and incorporate into the Business Plan.

6. People and Culture

6.1 Draft NRS People Plan

Laura Mitchell (LM) introduced the People Plan, which has more of a focus on NRS, but is not an alternative to the Scottish Government’s People Strategy which also applies to NRS. Members discussed the importance of individuals taking responsibility for their personal development, in discussion with their manager, and also knowing that NRS values and invests in staff development. The draft has been circulated to staff and the intention is that they will help shape the action plan to accompany the Plan itself. Members discussed examples of organisations undertaking similar work, including NHS Education Scotland, which Mandy Gallacher (MG) had experience of.

Action: Mandy Gallacher to provide Laura Mitchell with a contact at NHS Education Scotland.

7. Follow up to Strategic Workshop

Members gave their views on the Strategic Workshop which was held on 22 September 2016. It was generally agreed that the workshop was useful and that the Scottish Government facilitator (Brian Taylor) aided the discussion. However it was felt that a little more time for discussion on the day would have been helpful. Members discussed the different roles of the Board and ARC and it was noted there were plans to review governance arrangements more generally, so there was clarity about lines of responsibility and accountability.

It was agreed that the revised Risk Register should be discussed at ARC and worked on by that forum, before coming to the Board.

Action: Penni Rocks to take forward the short term actions from the workshop and provide a revised Risk Register for the next ARC meeting in December 2016.

Action: MB Secretariat – ensure Risk is on the agenda for discussion for MB meeting on 14 December 2016.

8. Board Development

TE asked members for feedback on how they were finding Board meetings. Catherine McFie (CMcF) suggested the balance was perhaps too much in favour of routine business rather than strategic work. MG suggested papers could indicate more clearly what was expected from members (discussion/approval/to note etc.).

Members made suggestions on areas they would find helpful to know more about, including increasing their knowledge of different business areas (such as Vital Events) and better understanding the legislation that NRS follows.

Action: MB Secretariat to review cover sheet for Board Papers to ensure clarity of purpose.

Action: MB Secretariat and Tim Ellis to discuss future Board agendas regarding balance between routine and strategic items, and continuation of Non-Executive Members' induction to NRS.

Action: MB Secretariat and Tim Ellis to provide a list of legislative requirements for NRS to a future meeting.

9. Date of next meeting and close

The next meeting of the NRS Management Board will be held on 14 December 2016 in the Lord Clerk Register's Room in General Register House, Edinburgh.

November 2016