

**NRS MANAGEMENT BOARD MEETING**

8 June 2017

Lord Clerk Register's Room  
General Register House, Edinburgh

**Present:**

Tim Ellis	Chief Executive (Chair)
Mandy Gallacher	Non-Executive Director
Colin Ledlie	Non-Executive Director
Bill Matthews	Non-Executive Director
Catherine McFie	Non-Executive Director
Laura Mitchell	Deputy Keeper and Head of Records and Archives Services
Gordon Shipley	Non-Executive Director
Anne Slater	Head of Public Services and Interim Head of Corporate Services

**In attendance:**

Steven Hanlon	Head of Finance and Accountable Officer
Linda Sinclair	Change Programme Manager
Christina McLaren	Secretariat

**Apologies:**

Amy Wilson	Head of Statistical Futures
------------	-----------------------------

**1. Welcome and Declaration of Interests**

Apologies were received from Amy Wilson. Members noted there were no declarations of interest.

**2. Note of Meeting held on 9 March 2017 and Action Log**

Members agreed the note was an accurate record of the meeting, and were content with the action log.

**3. Board Business**

**3.1 Finance**

Steven Hanlon (SH) spoke to his Finance paper. The 16/17 outturn position was noted as having an underspend higher than initially predicted. A number of factors had caused this, and work was in hand to tighten controls in 17/18 to ensure budget allocations were spent or reallocated to other priority areas in good time. The budget for 17/18 is at present over-committed but there is confidence this will be managed down in year. Members noted that the success of ScotlandsPeople income generation had impacted on the outcome for 2016/17.

### 3.2 Portfolio Update

Anne Slater (AS) provided an update on the Portfolio. On the Estates Strategy and the St James development, the delayed specialist report about use of rock anchors has been submitted to the Council for a view. Also, discussions are ongoing with the landlord of Ladywell House about NRS' needs.

On the Census 2021 programme, members noted the risks around OJEU procurements and in particular ensuring there was in-house capacity and capability to assess applications quickly. It was confirmed that capacity was being increased in this area with the appointment of some senior staff to the Census Programme and in addition Scottish Government procurement colleagues were offering advice and would offer constructive challenge as part of the Sponsor Board. On the Digital Preservation Programme, there have been some delays with recruitment which are being managed.

### 3.3 Audit and Risk Committee (ARC) Update

Colin Ledlie (CL) provided members with an update on the most recent Audit and Risk Committee meeting. The main points to note were that 'people' risk was identified as the top risk and it was helpful that Management Board was considering the topic in depth today, and that cyber security was an ongoing concern, as it is for all organisations.

### 3.4 ICT Update

Tim Ellis (TE) provided an update to members, noting that NRS was unaffected by the large scale ransomware attack in May which had affected many organisations including the NHS. This was due in part to measures taken following a previous incident in 2016 and our ability to take swift action to protect systems. Further lessons have been learned from this experience including checking previous patching activity to protect systems had been properly applied and rectified where vulnerabilities were found. Recruitment is underway for the Director of ICT post, which is a position critical to the transformation of the organisation. Members discussed that some external technical assurance for the Census 2021 Programme could be useful.

**Action:** TE to consider whether early engagement with Audit Scotland on the Census technical aspects could be beneficial.

## 4. People and Culture

Laura Mitchell (LM) and Christina McLaren (CMcL) updated members on progress with the NRS People Plan which will be published internally in the summer. CMcL presented Management Information about the NRS workforce and updated members on work around organisational development

including the positive impact already being seen in some areas. Members discussed the importance of good workforce planning including reviewing long-term vacancies to ensure they were still critical or if the work could be undertaken in other ways. The development of an NRS Resourcing Strategy would help with this, as would a more robust internal post based control process – work on these areas is underway. Members noted that good progress was being made.

## **5. Records, archives and customer services**

Laura Mitchell (LM) and Anne Slater (AS) gave a presentation about records, archives and public services. NRS holds more than the archives of the state, it also holds private collections and the records of nationalised industries amongst others. Members noted that there had been a 20-30% reduction in on-site visitors to the search rooms in Edinburgh over the past three years, with customers from across the world increasingly seeking digital access to records and information. This shift to a more digital offering requires NRS to review how it operates its services and its charging structures, so it can continue to meet customer expectations. Members discussed the importance of NRS prioritising the areas in which it can excel and not over-stretching to try to deliver too much.

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

Linda Sinclair (LS) presented an update on the review of the NRS Operating Model and Governance. The Corporate Leadership Group had considered a number of options for governance models that would support the setting of the strategic direction as well as overseeing operations. The current governance structure lacked clarity about escalation points, membership and accountability for decision-taking and therefore change was required. Members discussed the three options set out in the paper and agreed that the NRS Management Board should remain in its current form, as a strategic advisory body supporting the Chief Executive in exercising his responsibilities. Members also agreed there should be clarity between what is meant by overarching strategic governance and management responsibilities to deliver operationally.

## **8. Board Development**

Members discussed board development and agreed that the split between board business and more detailed deep dives into strategic areas was useful and should continue in that format.

## **9. Date of Next meeting and Close**

The next meeting of the NRS Management Board will be held on 21 September 2017 at Ladywell House, Edinburgh.