

**MANAGEMENT BOARD MEETING,
13 NOVEMBER 2008 AT 10:00am,
ROBERTSON WING MEETING ROOM,
GENERAL REGISTER HOUSE**

Present: George MacKenzie, Peter Anderson, Dave Brownlee, Jim Grady, Frank Manson (Non Executive Director), Michael Moss (Non Executive Director), Maureen McGeown (SG Finance); Louise Wilson (SG HR), Jenny Cutts (secretary).

Apologies: none

1. Minutes of last meeting

1.1 The minutes of the last meeting held on 2 September 2008 were agreed.

2. Matters Arising

2.1 [2.3] George Mackenzie reported that the ScotlandsPeople Centre will fully open on 15 December 2008 following completion of software testing. The Centre's café is expected to open in January 2009.

2.2 [3.2] Impact of the A2-A3 merger was discussed. The changes seem to be becoming reluctantly accepted by 'former' A3 staff though at present there is little change in the roles which 'former' A2 and A3 staff are undertaking. The first area where a serious attempt has been made to merge the A2 and A3 roles together is in the Digital Imaging Unit. There has been some resistance from the 'old' A3s here who feel that their work is being de-skilled to a degree, so we will monitor closely how this develops.

3. HR update

3.1 Louise Wilson reported on HR issues. The Band A review has commenced and will be reported by March 2009. A number of posts including 13 from NAS have been identified for evaluation. Volunteers will complete a job evaluation questionnaire for analysis by the review group in order that recommendations are made. Nominations for regrading certain posts to A4 will not be considered until after the review.

3.2 The Scottish Government Employee Survey was launched on 11 November and runs until 2 December 2008. Reports will be submitted to the Strategic Board during January 2009 and communicated to business areas thereafter. It was noted that senior management can track response rates via the Scottish Government intranet. Reminders to NAS staff will be issued as necessary.

3.3 The Scottish Government band B promotion board candidates have been invited to attend the Assessment Centre and briefing on the process has been made available. The possibility of moving staff with promotion tickets to fill B Band vacancies in the same business area without the post being advertised on the Vacancy Board is under consideration with input from the unions and the Resourcing Centre of expertise. Guidance will be issued in due course.

3.4 Band C promotion board is expected to commence in early 2009.

3.5 It was noted that Louise Wilson and Dave Brownlee had met following the previous meeting to discuss provision of sickness absence statistics. Arrangements are in the process of being made for senior management to access the reports function of e-HR. Dave Brownlee added that statistics were obtained from the NAS flexible working credit system regarding sickness absences and appropriate follow up with HR has been taken.

3.6 A review of all public and privilege holidays is about to commence and NAS comments will be welcomed. George Mackenzie explained that in NAS public and privilege holidays are not observed in the same way as in core Scottish Government to reflect our public service delivery priorities.

3.7 It was noted that In Year Reviews are to be undertaken and senior management confirmed that this is the case.

3.8 It was explained that a staff vote to determine whether salaries are paid early in December 2008 and January 2009 has taken place. Our votes will be counted along with those of other bodies in the core Scottish Government, who will then take a decision.

3.9 Louise Wilson explained that a web based Applicant Tracking System is under development for managing internal and external recruitment. This system will facilitate resourcing from both the business area and applicants perspectives. Testing is underway and positive feedback has been received. The same software is successfully used by other organisations.

3.10 A review of HR services will seek feedback from senior stakeholders.

3.11 Dave Brownlee noted the intended industrial action by PCS on 10 November 2008 had been cancelled.

3.12 Additional annual leave allocation for staff members with service amounting to 5-10 years was discussed. Dave Brownlee explained that this will be implemented locally following HR confirmation, as e-HR is not used for this purpose within NAS. Some confusion regarding this situation is being addressed and Dave agreed to send a reminder to the Shared Services team, copied to Louise.

4. Finance

4.1 Monitoring Report (circulated)

4.1.1 The monitoring report April-September 2008 was discussed. An overspend of £500,000 on operating costs is anticipated. It was noted that the only two significant areas of expenditure where NAS can make savings are accommodation and pay. Staffing cost reduction on the scale required to remain within budget is not feasible in this financial year, so we are limited to not filling vacancies. Frank Manson agreed that outlined spending is inescapable and flexibility is severely limited. It was reiterated that efficiency savings are not achievable where an organisation is already operating very efficiently. Frank Manson also pointed out that the specialist nature of NAS activities means that objectives are already

carried out in the most effective manner possible for the purpose of achieving them properly, citing the quality of document conservation as an example.

4.1.2 George Mackenzie asserted that financial stability may be achieved over the medium term but interim savings will be difficult to achieve. Concerns regarding capital charges and impairment charges in respect of historical and specialist building maintenance were voiced.

4.1.3 George Mackenzie explained that budget discussions with Europe, External Affairs and Culture Directorate have been initiated with regard to likely NAS overspend. NAS will submit a bid for £500,000 at the Spring Budget Revision round. George Mackenzie agreed to update Maureen McGeown with regard to budgetary discussions following a scheduled meeting with Leslie Evans, Director of Europe, External Affairs and Culture Directorate, on 14 November 2008.

4.1.4 Costs of potential organisational restructure were considered. The Scottish Government Public Sector Simplification Programme is designed to achieve savings. Built Environment unit in SG have budgetary provision to pay for restructuring costs relating to potential organisational changes that may affect NAS. Maureen McGeown pointed out that organisational restructuring is costly in the short term. A further financial concern for NAS is the requirement to find a long term storage accommodation solution.

4.1.5 Michael Moss added that the financial situation of local authorities is expected to negatively affect local archives provision. Some private archive owners may also be expected to sell their collections.

4.1.6 It was noted that the Scottish Government has agreed to fund the Scottish Council on Archives. The potential role of the SCA with regard to local archives and standards was considered. It was reported that NAS Non Executive Directors have not yet been invited to attend an SCA meeting.

4.1.8 Michael Moss suggested that financial projections and staffing levels profiling will form a useful component of the Management Board Away Day discussion papers. It was noted that retirement at age 65 is no longer mandatory, but approximations will be useful nonetheless.

4.1.9 It was acknowledged that due to the relatively small numbers of staff within NAS, not filling vacancies could have a disproportionate effect on individual sections, branches and projects. The necessity of internal restructuring may be important in this respect.

4.2 Accounts

4.2.1 The NAS Accounts 2007-2008 were signed off by auditors with an unqualified report.

5. Corporate Plan 2008-2009 progress reports

5.1 Records Services Division (July-September)

5.1.1 Peter Anderson presented salient points from the Records Services Division reports beginning with Government Records Branch. A revised selection policy document for Scottish Government paper files has been drafted to reflect change from provenance based appraisal to macro appraisal model. It was noted that stringent appraisal and accessioning is crucial with regard to long term accommodation requirements. Michael Moss enquired whether the proposed reduction of closure period from 30 to 20 years would have an impact. George Mackenzie explained that the 30 year rule review had been considered in March 2008 and it was felt that it would not be problematic, as the Scottish Government no longer operates such a rule, and some files pass to NAS much earlier, as a result of Freedom of Information. Frank Manson added that it is essential that input is given to proposed Scottish Government policy and legislative proposals that would impact on NAS. Budgetary arguments should also be made in respect of funding for NAS statutory obligations, such as supporting Freedom of Information and providing advice to Inquiries.

5.1.2 Court and Legal Records Branch progress was discussed. There are measures to promote good records management within the courts, including the Lord President's Experts Group which has met for the third time. Preparatory work has begun in order to undertake a review of selected records series to establish scope for reduction of holdings. Proposals will be submitted to Management Board. Progress with the redesign of the Solemn database is dependent upon availability of ICTB resources. George Mackenzie considered that statistical evidence concerning customer usage may be used to establish links between finding aid additions and record productions. Targets for transmission of court records are being met.

5.1.3 The Outreach Services Branch report was considered. Since the end of that quarter the first videoconferencing session has taken place involving schools in Ayrshire. The value of this education programme was recognised, as was the value for NAS profile of other outreach work such as the ScotlandsImages image library and Famous Scots project. Frank Manson suggested that videoconference education sessions could be exploited as an income generator. Clan societies and educational institutions in north America may be charged for sessions. Local authority archives were discussed. The Scottish Council on Archives may develop a self-assessment tool for local authority archives.

5.1.4 Private Records Branch was discussed. A conditional decision to export the Elgin papers was given at the start of November. The branch is working with Libraries and Archives Canada to arrange cataloguing, access and exhibition. The possibility of other owners of private archives wishing to sell was discussed. A broad variety of updates for the Scottish Archive Network catalogue have been received and edited.

5.2 Corporate Services Division (July-September)

5.2.1 Dave Brownlee presented the quarterly reports of progress against key objectives in Corporate Services Division.

- Information and Communications Technology Branch projects were discussed, including valuation rolls digitisation. Images will be added to virtual volumes for access within NAS and included in the ScotlandsPeople resources in due course.
- Development of the Scottish Register of Tartans has been done successfully and is scheduled to go live in January.
- Registers Direct 2, operated by Registers of Scotland, will go live in June 2009 by which time critical mass of 70% of sasine productions delivered electronically will have been

reached. Revenue arrangements with Registers of Scotland were discussed, the main point being that NAS income is bound to reduce when Registers Direct 2 goes live.

- Options for the future of the ScotlandsPeople online service following contract expiry will be discussed at a meeting of the partner organisations in December. The Board agreed it would be desirable to align the online search systems with the ScotlandsPeople Centre version. Views concerning commercial information services and the Reuse of Public Sector Information directive were expressed. Frank Manson noted that such matters underline the need for an Information Technology Strategy.
- The Digital Data Archive will ingest the first e-sasines in December 2008 and the scoping study for Digital Data Archive phase 2 will commence in 2009.

5.2.2 The Accommodation Services Branch report was considered. The ScotlandsPeople Centre was completed for opening on time and the final accounts for the refurbishment project are close to being agreed. The Centre has been nominated for a Civic Trust Award for this work. A discussion about long term accommodation for NAS and the Scottish Government's plans for the Granton site ensued.

5.2.3 The Conservation Services Branch report was noted. Effective measurements and statistics were discussed. It was agreed that a discussion of Key Performance Indicators will be included in the Management Board Away Day on 11 December 2008.

5.2.4 The Finance and Administration Services Branch report was noted. Processes are in place regarding payments for goods and services at the ScotlandsPeople Centre. It was added that the outcome of revaluation exercises at General Register House and West Register House will be pursued.

5.2.5 George Mackenzie presented the Senior Management Branch quarterly report. Sickness absence statistics, review of the public sector landscape and developments on the Scottish Register of Tartans were noted. It was explained that a design competition for tartan and Homecoming, which will help publicise the new Register, and stimulate creativity among design students is being planned.

6. Audit Issues

6.1 Frank Manson emphasised the implications of the introduction of International Financial Reporting Standards with particular regard to heritage asset valuation and liability.

6.2 It was agreed that senior management would request an audit of project management within NAS.

7. Electronic Records and Digital Policy

7.1 George Mackenzie asserted that our work on electronic records preservation must be scaled up. It was noted that the DDA Phase 2 scoping study will involve discussion with other organisations and collaboration will be investigated. Michael Moss urged that the study also clarifies the reason why collaboration is not feasible where this is found to be the case.

7.2 Frank Manson suggested that a conference involving chief executives of potential partner organisations be organised to address electronic records issues specifically. Such an event might be sponsored by a commercial organisation with a specific interest in the topic and would enable issues to be identified regarding joint working.

7.3 George Mackenzie explained that The National Archives (TNA) continue to develop an interim archive for storing electronic records that are created across government. Perspectives on the operability of this and on the approach of Scottish Ministers were offered. It was added that the Scottish Government electronic records and document management system is nearing capacity and a semi-current storage solution is required.

8. Risk Register

8.1 It was agreed that a dedicated Management Board event be arranged in order to reconsider the NAS Risk Register in detail. The involvement of the auditors is desirable. Frank Manson added that the register is of secondary importance to the management of risks outlined therein.

8.2 Risks posed by the Public Sector Landscape Review include the risk of merger with another organisation. It was noted that all legal requirements in respect of due diligence will be resourced by the Scottish Government.

9. Management Board Away Day (11th December 2008)

9.1 The format and content of the Management Board Away Day were discussed in detail. It was agreed that branch heads will be asked for input in advance of the away day. Outputs from the away day will be taken forward with the involvement of appropriate personnel and followed up in the new year. It was agreed that papers will be drawn up to facilitate discussion, including ones on electronic records management and preservation, IT strategy and performance measurement. Venues for the meeting were also considered.

10. Any other business

10.1 It is expected that the Non Executive Directors may be invited to attend a subsequent meeting of the Scottish Council on Archives.

11. Date of next meeting

The next meeting will be held in General Register House on 4 February 2008.

Jenny Cutts
14 November 2008