

**MANAGEMENT BOARD MEETING,
1 NOVEMBER 2007 AT 2:00pm,
ROBERTSON WING MEETING ROOM,
GENERAL REGISTER HOUSE**

Present: George MacKenzie, Peter Anderson, Dave Brownlee, Jim Grady, Louise Wilson (SG HR), Jenny Cutts (secretary).

Apologies: Scott McKay (SG Finance).

1. Minutes of last meeting

The minutes of the last meeting held on 17 July 2007 were approved.

2. Matters Arising

2.1 [2.2] Jim Grady explained the complexities of gauging cost to NAS of providing Scottish Council on Archives (SCA) accommodation facilities, particularly as SCA staff will not be making use of these facilities full time. It was agreed that determining the cost which SCA would incur if alternative facilities had to be found would be adequate. George Mackenzie asserted that costing should be indicative rather than exact as recharging will not be involved. It was confirmed that Ministerial decision regarding the establishment of the Scottish Council on Archives has not yet been made. Accommodating the SCA is not anticipated until 2008-9.

Action: Jim Grady to compile indicative cost of accommodating SCA.
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2.2 [6] It was confirmed that corporate plan progress report templates had been issued for use by branch heads.

3. Staffing

3.1 Curatorial moves

3.1.1 Peter Anderson explained that planning curatorial moves is ongoing. The sequential nature of vacancies in curatorial posts contingent upon maternity absences was explained to Louise Wilson. Louise explained the process whereby a formal request for homeworking must be made and then approved or rejected by senior management. It was agreed that Dave Brownlee discuss Alison Walker's return to work arrangements with Alison Horsburgh and reply formally to any request from Alison Walker. It was agreed that it would not be feasible for the Historical Search Section Head post to be undertaken by a home-worker. It was agreed that at present other B3 curatorial posts also require on-site presence, although some B2 posts could realistically be undertaken by home-workers. Louise confirmed that final decisions about return from maternity absence are required at the 9 month stage of agreed 12 month maternity absences. Individuals are expected to indicate their intentions 3 months before their return to work. It was agreed that HR Shared Services be contacted for advice this.

Action: Dave Brownlee to contact HR for advice on return to work applications.
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3.1.2 It was reported that no existing B3s had noted interest in the possible vacant Historical Search Room Head post. Alison Horsburgh will ask for expressions of interest from B2s to undertake this role on temporary responsibility supplement (TRS). Some form of 'fair and

open' competition would be arranged should there be more than one application. This could in turn free up a B2 curatorial post which will also increase scope for B2 lateral moves.

3.1.3 Peter Anderson explained plans to move four existing B3 curatorials, in addition to arrangements for maternity absence, in order to support career and skills development. George Mackenzie explained the target to implement moves by the beginning of the next reporting year and the commitment to provide sufficient periods of notice to those involved.

3.1.4 Dave Brownlee explained the resource demands involved in running a recent B1 Assessment Centre for one candidate, who as it transpired had been unsuccessful. Louise Wilson suggested that the HR resourcing policy, once agreed, will include measures for HR to assist in such external recruitment exercises. The success of a joint B1 (ICT) Assessment Centre shared with RERAD, was considered a good model to be repeated where possible.

3.1.5 Staffing requirements for the ScotlandsPeople Centre were discussed. It was noted that a further 3 A3 officers were required. George Mackenzie suggested that appointments from existing NAS staff would demonstrate the fully integrated nature of this joint NAS/GROS project, but it was unclear if any current NAS staff had applied for the posts.

3.2 Attendance management

3.2.1 Dave Brownlee reported that NAS continues to monitor attendance management using internal systems, which are a by-product of our FWH system. This ensures that breached trigger points are communicated to SG and are followed up. It has been established that HR will not issue letters without consulting individuals' line managers. It was noted that a long-term sick leave absence is being borne by Conservation Services Branch. General observations are that although statistics fluctuate on a monthly basis, the general trend is towards improvement in the level of absences. Jim Grady commented that investigation into monthly fluctuations indicates individual granularity rather than any one reason in particular. Louise Wilson was asked to confirm whether sick leave extending beyond 12 months (which is thereafter unpaid) still features on NAS sickness record, which she affirmed. Advice from HR was that all weekend days which are within periods of sickness absence are counted when absence statistics are produced, but are not taken into account when calculating trigger points. It was asserted that no regular Friday/Monday sickness patterns are discernible for any one individual but that it will be emphasised to staff that such absences count as 4 days for statistical purposes.

3.2.2 George Mackenzie reported that he receives email notifications of all SL9 reports generated from the 'Return to Work' system. He noted that a number of Return to Work discussions appear not to have been conducted in a timely fashion. Other peculiarities regarding SL9 reporting will be communicated with Dave Brownlee and Jim Grady for investigation as they occur. It was additionally noted that printing SL9 records can present difficulties.

4. HR Update

4.1 Louise Wilson reported that negotiation with the unions over HR resourcing policy is ongoing and it is hoped that agreement will be reached during November 2007. Outcomes of the resourcing review will be communicated in due course. It is not anticipated that negotiation will result in any major differences from the elements previously described but agreement must be obtained. The aims of streamlining recruitment processes and improving guidance were emphasised. Questions were asked whether annual Assessment Centres were

envisaged. Louise Wilson explained that Assessment Centres are expected to be demand-led rather than following a rigid annual structure. It was explained that the workforce planning tool implemented across all Directorates will assist in forecasting vacancies and in determining recruitment needs. The specific aspects of recruitment policy and procedures have not yet been agreed but specific Assessment Centres for the recruitment of specialists will be facilitated.

4.2 It was reported that e-HR has been launched within HR Shared Service Centre on 25 September 2007. All SG data has been migrated into the system but it is not yet live for all SG staff. Initial roll-out to HR staff is for system maintenance testing reasons. Louise Wilson explained that training is available but the system has been designed to be intuitive and is easy to navigate. Dave Brownlee noted that the e-HR team have been in touch with ICTB to resolve problems relating to NAS not being on SCOTS. The e-HR system recognises SG staff by the SCOTS log-in. NAS users will be able to log into the system via the internet. It was explained that the first stage of roll-out enables staff to update their personal details in the system. The next stage will enable line managers to see the HR details of the staff they manage and facilitate annual leave management. Dave Brownlee noted that decisions about using the annual leave and attendance management aspects of e-HR must be taken as these functions are already managed by Oracle business systems within NAS. Alternatively, the e-HR could link these classes of information to payroll. Louise Wilson agreed to arrange a meeting with Andy Lippok, e-HR Project Manager, and Dave Brownlee to further explain the system and to answer any queries. GROS are involved in piloting phase two functionality as they are SCOTS users. It was noted that NAS may consult GROS regarding their experiences of using the system.

4.3 It was reported that an SG People's Strategy event was held in October 2007 involving a variety of public sector workers in consultation to inform the People's Strategy Team. The next phase of People's Strategy development is drafting policy.

Action: Louise Wilson to circulate outcomes of People Strategy event.

4.4 It was reported that certain HR policies have been identified for review in order to ensure best practice and that they are clear and consistent. These include attendance policy with particular reference to appeals, discipline and grievance procedures. Stakeholder workshops will be held in order to consider feedback. NAS will be given the opportunity to provide input to consultation.

4.5 A telephone survey concerning use of the HR Shared Services Centre (SSC) has been piloted successfully. 70% customer satisfaction with the services was measured. An automated survey delivered to all SSC users is under investigation for launch in early 2008. The option not to comment will be included within the automated survey.

4.6 It was noted that the annual SG Employee Survey launch has been delayed until 13 November 2007. NAS have requested hard copies for local administration as very low response levels were encountered when the survey was delivered electronically. It is also necessary to agree minor differences reflecting the NAS context to make it meaningful for staff.

Action: Louise Wilson to confer with Derek Steele regarding NAS Employee Survey.
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4.7 It was noted that George Mackenzie had responded to Louise Wilson regarding annual appraisal return dates.

5. Finance

5.1 It was noted that Autumn Budget revision outcomes were awaited in order to plan capital spending on WRH tea room, shelving programme and other building projects. Jim Grady reported that he had discussed impairment cost issues with Derek Glover and it was suggested that if the NAS Asset Register was rationalised capital charges would be less. It was also considered beneficial to obtain revaluation of TTH. Jim Grady explained that resource accounting inhibits the potential benefits of paying depreciation costs.

5.2 Peter Anderson reported that he has asked John McLintock to canvass opinion regarding refurbishment of the WRH tea room. Jim Grady noted that upgrades to WRH may not be capitalised as the building is not owned by NAS. George Mackenzie directed that the spending on WRH would be heavily influenced by Ministerial decisions on long term accommodation. It was noted that there is potentially some value in the remainder of the WRH lease which could offset possible dilapidation charges. It was considered prudent to enter into early negotiation with Edinburgh City Council if, as seems highly likely, WRH is to be given up before the lease expires. Peter Anderson added that transferring WRH back to Edinburgh City Council may be useful for encouraging the local authority to improve its archives facilities.

5.3 The proposal to install plan chests in WHR 1C and 1D was discussed. It was noted that the shelving contract for TTH 2A allows extension to include 2C without further tendering. After considering these two projects, it was determined that plan chests in WRH must be removable so that they can be re-used if WRH is vacated. George Mackenzie agreed a limit of £75,000 and approved commencement of tendering process for plan chests for WRH. Shelving for TTH 2C will be subject to further discussion and planning during the next financial year.

5.4 Refurbishment of the former smoking tea room at GRH was discussed. The Board agreed in principle to this room being used as a meeting room and education centre with videoconferencing facilities. The feasibility and timing of this is again dependent upon Autumn budget revision. Jim Grady had circulated a request to branch heads requesting identification of spending pressures to assist budget forecasting.

Action: Senior Management to meet regarding Autumn budget revision during week commencing 19 November 2007.

5.5 It has been agreed that CSB washing machines may be purchased and installed.

5.6 There was a brief discussion on the current position with the Business Case for Additional Accommodation, which is awaiting Gateway Review. George Mackenzie commented on the benefits of a sale and lease back option for additional accommodation which would avoid impairment and capital charges. Jim Grady added that some accounting value could be identified under this arrangement.

5.7 Confirmation of spending review 2007 provision is awaited although likely levels of both capital and operating costs have been indicated. Jim Grady reported that provision for ongoing digital imaging has been included in our capital baseline. Payment from RoS for

casual staff employed on digital imaging in the evening shift has to be treated as income. It was reported that income this year is already approximately 10% lower than last as the scope of the Register of Title increases. It was suggested that we could demonstrate efficiency savings as the legal search customers are accessing the same number of documents but paying less for them. Digital access through Registers of Scotland 'Registers Direct' will begin in 2009-2010. A second Registers Archive Conversion (RAC) shift at GRH has been approved. It was agreed that the results of investing in better public access services for customers achieved by the RAC project should be celebrated. Digital imaging provides scope for income generation through ScotlandsPeople as more NAS records are included. We are working on a Memorandum of Understanding with GROS and CLL and the division of income will be one of the issues covered in this.

5.8 It was noted that NAS moving to the First Ministers portfolio could impair the administrative link with GROS and impede mutually beneficial financial arrangements between the two organisations.

6. Corporate Plan 2007-2008 progress reports

6.1 Records Services Division (July-September)

6.1.1 Peter Anderson discussed salient issues from Records Services Division reports. CLRB are making steady progress against their objectives. A planning meeting has been held concerning the establishment of a courts record experts group.

6.1.2 New areas of GRB operations were discussed. Negotiations with Fraserburgh Lighthouse Museum regarding Northern Lighthouse Commission records have been reinstated. Discussions with TNA concerning Customs and Excise Records relating to pleasure craft are in progress. It was reported that 10 metres of records may potentially be deposited with NAS. Senior management noted that staff resources in processing them as well as their historical value must be included in assessing the necessity of acquiring them. Accessioning a sample of these records was suggested as a solution. Projected storage space was discussed including fire safety issues relating to WRH 4D. It was noted that complete vacation of the room may not be necessary and further consultation with fire officer was required. Linda Ramsay has requested that branches consider the material that they have stored in 4D in terms of accessibility and storage requirements to inform potential record moves. George Mackenzie added that the Scottish Records Advisory Council is considering revised Government Records selection policy.

6.1.3 OSB are advancing the videoconferencing project and a meeting with partners is scheduled. Production of the 'Union for A' that DVD is on target. Progress with Dalhousie papers education project has stalled due to uncertainties over the timescale and appointment of project officer. It was indicated that Alison Diamond will assume a role relating to the Register of Tartan and that no existing members of staff are available for development of Dalhousie education. It was also noted that the Charge and Superintendence inspection programme has been reinvigorated. Progress towards the ScotlandsImages launch was discussed. It was agreed that a special digital imaging shift would complete the required document imaging work in one weekend. Jim Grady reported on procurement work regarding the image library hosting contract and the delay in the evaluation team recommending a supplier.

Action: Peter Anderson and Jim Grady to discuss image library procurement issues with John Simmons.

6.1.4 The PRB progress report was considered. It was noted that imaging of UCS photographs had been delayed due to involvement with the image library project but could now be taken forwards. Reference was made to the success of the Forth Rail Bridge photographs project.

6.2 Corporate Services Division (July-September)

6.2.1 Dave Brownlee disseminated key points from the Corporate Services Division submissions. It was reported that the Scottish Family History Project Board acknowledged 24 March 2008 as the contractor's current planned completion date, but considered April 2008 to be more realistic due to delays relating to Adam Dome paintwork. Development of the shop is on target. Mathieson Dome refurbishment is at the snagging stage and it is expected that re-filling the shelves with digitised sasine volumes will be undertaken in January 2008. It was noted that shelf loading will be phased for structural reasons. These record moves will free up GRH storage space in consequence.

6.2.2 RSB is considering a review of fees and charges in consultation with Jim Grady as an integral part of digital policy development and in relation to SFHS fees. It was confirmed that a revised fees and charges structure was required by April 2008 in readiness for the opening of ScotlandsPeople Centre. Ease of customer understanding and consistency with other services have been noted as priorities. The usefulness of RSB performance indicators was discussed with regard to electronic document delivery and to changes in legal search room operations. It is thought that the number of document productions delivered through digital surrogates and the number or copies generated through customer printing should both be included within branch performance measures. Capabilities of the Electronic Ordering System statistical analysis were discussed. It was agreed that these targets should be reviewed to reflect better digital customer services and to improve upon manual procedures for reporting statistics. It was noted that the accommodation business case could make significant use of sophisticated document access statistics.

6.2.3 FAB reported on ongoing procurement processes in support of corporate objectives to be delivered by branches. The imaging contract will be awarded imminently. The 2006/7 Accounts await final agreement by External Auditors. They are expected to be signed during the week commencing 12 November 2007. Positive feedback has been received from the auditors on the orderliness and accuracy of our financial transaction records.

6.2.4 The report of CSB was considered. Objectives remain challenging and progress ongoing. It was noted that development of the box-making service continues and that a part time B2 Conservator position has been advertised. Digitisation projects continue to exert sustained pressure on CSB.

6.2.5 The ICTB quarterly progress report indicated that SFHS infrastructure has been delivered on time, but full testing cannot be undertaken until software development being carried out by GROS ICT staff is nearer completion. A website review week has been planned. The Digital Data Archive 'go live' date has been deferred until March 2008. No progress has been made with the Joint Telephony Service (JTS) as input from GROS is required. Operators will be based at Ladywell House but if busy, calls will be transferred to

pre-specified numbers within NAS and GROS respectively. The separate identities of NAS and GROS regarding phone numbers and answer scripts will be retained, but it will become possible for callers to be transferred between NAS and GROS numbers. Discussion took place on the content of the current NAS answer message and email auto-response. It was agreed that all initial points of contact should be considered as capable of improvement. Training for GROS staff operating the JTS will be provided to familiarise them with the NAS.

6.2.6 Procedures for imaging the Catholic Registers have been agreed. NAS will digitise these volumes free of charge if they are delivered paginated. Imaging by the end of 2007 should enable indexing to be completed by the end of the financial year. The imaging will be undertaken by TTH Digital Imaging Unit. Jim Grady noted that while the Catholic Church is not covering overheads, inclusion of these digital surrogates for sale within ScotlandsPeople will generate income for NAS. Publicising this additional source material will also be beneficial for marketing the ScotlandsPeople service generally. Improving access to Catholic Registers will also be valuable to historical researchers. Images will be owned by NAS and only available via ScotlandsPeople or NAS search rooms. It was considered necessary to formulate an agreement with Scottish Catholic Archives regarding this collaboration in order to avoid future problems or possible dispute between the Scottish Government and Catholic Church. It was suggested that NAS offer to undertake the indexing of these records in return for agreement that the images must be bought back by Scottish Catholic Archives, were a future decision taken to withdraw them from wider public access.

Action: George Mackenzie to draft an agreement with Andrew Nicol.

7. Accommodation Business Case

Payment to the consultant contracted to work on costing the various options was discussed. It was noted that the contract was for a fixed fee, but unexpected additional work had been undertaken in response to Ministerial decisions. Jim Grady agreed to investigate whether the existing contract may facilitate additional payment as appropriate. Further work on the business case was discussed, with particular reference to the Executive Summary and to a table showing all options and costs provided in section 1. It was agreed to await the outcome of the forthcoming Gateway Review before deciding on our next steps.

8. Risk Register

The accommodation strategy Gateway Review team had requested sight of our corporate risk register. It was agreed that the risk register requires restructuring and review. An updated version may be provided to Gateway Review urgently and a more detailed revision take place with the involvement of Internal Audit and Non Executive Directors subsequently.

Action: George Mackenzie, Dave Brownlee and Jim Grady to meet on 2 November to revise risk register.
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9. Any other business

George Mackenzie reflected on the efficacy of the new quarterly report templates and style of reporting by exception. It was agreed to continue use of the templates.

10. Date of next meeting

Dates will be canvassed for the next meeting, to be held early February 2008 and will be attended by non executive directors.

Jenny Cutts
19 December 2007