

**MANAGEMENT BOARD MEETING,  
29 JULY 2010 AT 10:00am,  
LORD CLERK REGISTER'S ROOM,  
GENERAL REGISTER HOUSE**

**Present:** George MacKenzie, Dave Brownlee, Jim Grady, Frank Manson (Non Executive Director), Michael Moss (Non Executive Director), Jenny Cutts (secretary).

**Apologies:** Louise Wilson (SG HR).

**1. Minutes of last meeting**

1.1 The minutes of the last meeting held on 5 May 2010 were agreed. It was reported that senior management are to meet with Louise Wilson and the dedicated NAS HR professional advisor, Elsie McDade.

**2. Matters Arising**

2.1 [2.1] The meeting between NAS Management Board and the Scottish Council on Archives was held on 28 July 2010.

2.2 [2.2] No progress towards a Non Executive Directors/Trustees forum has been made.

2.3 [8.1] The NAS Key Performance Indicators have yet to be revised. The NAS strategic review outcomes will be used as a basis for performance measurement.

**3. HR update**

3.1 Michael Moss enquired about succession planning for senior management. George MacKenzie outlined the intention that Dave Brownlee will retire in a year's time and that he retire the following year. The replacement of Deputy Keeper is an issue being considered as part of the NAS strategic review and structural reorganisation. It was clarified that the appointment of a subsequent Keeper of the Records of Scotland will be an open competition and would have to be open to external applicants as well as staff working within the Scottish Government (including NAS personnel). Michael Moss asked about the development of a job specification for the Keeper of the Records of Scotland and suggested that Oliver Morley, Chief Executive of The National Archives, could be consulted.

3.2 Frank Manson observed that it would not be wise to replace both Non Executive Directors at the same time and suggested a staggered timeline. George MacKenzie agreed and noted his preference that both NEDS remain in post up to the time of the Deputy Keeper's retirement. Frank Manson and Michael Moss suggested that the former be reappointed for two years and the latter reappointed for three years. It was acknowledged that inclusion of one of the NAS Non Executive Directors on the selection panel for the next Keeper of the Records of Scotland would be appropriate.

3.3 George MacKenzie suggested that the Director of Culture, External Affairs and Tourism, Francesa Osowska, may be invited to attend a meeting of the Management Board.

#### **4. Strategic Review**

4.1 Two documents supplied by Keith Dargie outlining the ICT strategy were discussed. This will align ICT work with the NAS strategic review and changed structure of the organisation. Digital strategy was discussed. The need for senior management to integrate the DDA2 scoping study report on digital archives, prepared by Susan Corrigan, with the ICT strategic outline was recognised. The Keeper considered it desirable to recast these initiatives in relation to the Scottish Government's Purpose and Digital Strategy outcomes. It was noted however that a Scottish Parliamentary election is due in May 2011 and Scottish Government priorities may consequently change.

4.2 Frank Manson considered that NAS is the only candidate for leading the Scottish Government's digital archiving aims and urged that the appropriate resources are requested from the Scottish Government to achieve this. There is an awareness amongst Scottish Government officials that digital preservation is essential. The Scottish Government's Proactive Publication strategy requires the publication of as many government documents as possible including Cabinet decisions and all the relevant documents that support them. This strategy does not cover digital preservation however.

4.3 Frank Manson noted the need for a clear distinction to be between the use of digital technologies and digital preservation of records. The difference between the digital storage needs of the academic community and the digital preservation requirements of government was also noted. Frank Manson advised that the digital preservation strategic documents developed by NAS should be aspirational and outline the best case scenario should NAS be resourced to achieve this. Michael Moss reflected on the resources available across the UK through joined up government.

4.4 George MacKenzie explained that the proposed NAS e-records unit would necessarily begin as a small operation, with a specialised training programme for curatorial staff delivered to develop the unit over time. It was reiterated that the Digital Data Archive ingest programme is on track, but that the access component requires development. The DDA must also be scaled up from the e-sasines which are the first digital records series to be accessioned. The possibilities of external Cloud Storage were considered in relation to the security requirements for government records. Frank Manson considered that the means to obtain funding for digital preservation from the Scottish Government was to demonstrate that digital preservation saves money as well as being crucial to information management. George MacKenzie added that working partnerships with government partners would also be necessary.

4.5 The Management Board endorsed the recommendations of Susan Corrigan's report and will look to a further detailed report integrated with ICT strategic planning. It was considered necessary to focus on government electronic preservation and not to include private digital records. Standards, policies and guidance may be provided to private owners in respect of digital preservation as assistance.

4.6 The NAS public services review was discussed. Rob Mildren will head a new Public Services Branch including search rooms as well as online resources. Preparatory work is now being undertaken. The West Search Room will be closed and planning is underway to

achieve this. Fortnightly meetings are held with key personnel and senior management. This has been flagged on the NAS website and useful feedback has been received. George MacKenzie agreed that remote document ordering together with indication of which building the documents are stored in is required. It is also intended that cameras will facilitate readers tickets to be produced on the spot in line with customer expectations.

4.7 Michael Moss asked if a shared readers ticket scheme could be set up with the National Library of Scotland. The Keeper added that a wider scheme involving many institutions would be desirable.

4.8 As part of the preparations for closure of the West Search Room, digitisation effort will be targetted at the most popular record series. Consideration of the copyright law and digital surrogates ensued. It was noted that under legislation if a digital copy of a document is provided for a customer, then the institution providing this should not retain a digital copy itself. Michael Moss suggested Ronan Deazley as a legal expert in copyright. Practices in line with the British Library and The National Archives would be appropriate. Dave Brownlee reported proposals to make access to original plans by appointment only, probably at TTH.

4.9 Discussions with Branch Heads regarding changes to the organisational structure of NAS have been held. It has been suggested that the layers of management be reduced and that neither Deputy Keeper role be reinstated following retirement of both most recent postholders. The Management Board membership would be increased to include Branch Heads with specific portfolios of responsibility. Non Executive Directors wondered whether ICT staff might be attached to business areas as ICT is embedded within all operations. It was pointed out that at present we only have 5 systems development staff and for now it is more efficient to manage them centrally. It was agreed that we should be encouraging archivist staff to develop their ICT skills.

4.10 Michael Moss suggested an Away Day for the purposes of addressing staff concerns and morale issues. Senior management felt that for now this is best addressed through the medium of regular staff open forums. Frank Manson suggested regular quarterly meetings for updating branch and section heads about what Management Board has decided and future directions. Involvement of staff was agreed to be a crucial component in restructuring the organisation.

4.11 The Keeper explained that closer working with GROS would be our preference should merger options be considered.

4.12 The meeting with the Scottish Council on Archives held on 28 July 2010 was discussed at which a list of agreements had been produced.

## **5. NAS highlights summary, January March 2010**

5.1 The highlights summary was considered and discussed.

## **6. Finance Report**

6.1 The monitoring report for the first quarter of 2010/11 was circulated and discussed. It was noted that accommodation maintenance costs are being strictly assessed and controlled.

## **7 Audit Issues**

7.1 Dave Brownlee noted that the field work for the 2010/11 accounts audit had been undertaken by Grant Thornton at the agreed period. However, there were still a number a number of unresolved issues being followed up. Alison Douglas has taken over responsibility from Derek Glover for preparing our Accounts. Alison will use her experiences of this year to assess our overall finance capacity, including requirements for production of the accounts.

7.2 The audit of ScotlandsPeople by SG internal audit has been completed and governance issues noted. ScotlandsPeople income apportionment was discussed.

## **8. Risk Register**

8.1 Dave Brownlee noted prior discussions on revision of the risk register. It was reported that although the basic structure of a revised risk register has been agreed with identified areas of risk, the drafting of the register will be carried out taking account of strategic review outcomes. A draft risk register would be required for consideration by the Audit Committee.

## **9. Any other business**

9.1 Jim Grady confirmed that no credit card fraud was attempted this quarter.

## **10. Date of next meeting**

10.1 The next meeting will be held in early November 2010. Date to be canvassed.

Jenny Cutts  
21 September 2010