

National Records of Scotland
Preserving the past; recording the present; informing the future

NRS Business Plan

2011-12

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Introduction

The National Records of Scotland (NRS) was formed on 1 April 2011 by the amalgamation of the General Register Office for Scotland (GROS) and the National Archives of Scotland (NAS). It is a Non-Ministerial Department of the Scottish Administration and the archives are one of Scotland's five National Collections.

Governance

NRS is headed by the Registrar General for Scotland (RG) and the Keeper of the Records of Scotland (Keeper). These offices are supported by the Accountable Officer (Head of Corporate Services) and Audit Committee, by a Management Board and by a Departmental Planning Group.

The Management Board meets quarterly and comprises the RG, the Keeper, the Accountable Officer and three Non Executive Directors. It scrutinises the work of NRS and helps make decisions on top-level issues.

The Departmental Planning Group (DPG) comprises the RG, the Keeper, Divisional heads and some Branch heads. It has a remit to ensure that NRS continuously works towards its strategic objectives, and to agree and monitor corporate development. It also retains an overview of the organisation, considering suggestions for new initiatives with resource implications. DPG is supported by divisional 'Programme Boards', project boards and the Information Systems Executive Board, which direct progress in their areas of responsibility and bring to DPG's attention any potential problems or escalating risks.

Functions

Preserving the past

We preserve the nation's records in our care so that they are available for current and future generations, holding them securely and ensuring that sensitive personal information is protected from unauthorised access. We advise other bodies on the care of archives, and maintain the National Register of Archives for Scotland, which keeps track of archives in private hands.

Recording the present

We run Scotland's Census and register births, deaths, stillbirths, marriages and civil partnerships. We maintain a national register of divorces, a national register of adoptions and the National Health Service Central Register. We advise a wide range of public bodies on the care and management of the records they create, including in digital formats.

Informing the future

We collect, analyse and publish official demographic statistics, drawn from the Census and other sources, to inform government policy. We provide onsite and online facilities for people researching all aspects of Scottish life, including historians and genealogists. We are responsible for identifying records from public bodies including Scottish Government,

the courts and the Scottish Parliament which are of permanent historical value and ensuring that these are added to the nation's archives.

Organisation

NRS is organised into six divisions:

Record Services

Deals with issues related to archives and record-keeping. Selects, preserves and conserves, and catalogues records of permanent historical value in all formats created by outside bodies and NRS. Leads on the development of guidance for the new Public Records (Scotland) Act 2011 and advises government bodies, the courts, private and corporate owners about their record-keeping responsibilities. This Division has an important role in ensuring that, along with other national archives around the world, NRS remains at the fore-front of new developments in record keeping.

Public Services

Encompasses NRS's public services, both on-site and on-line. On-site services include Extract Services, ScotlandsPeople, the Historical Search Room and the Legal Search Room, as well as a special service for adopted individuals. Meets NRS's statutory duty to provide extracts from various legal registers including the registers of births, deaths, marriages, civil partnerships, adoptions, and sasines. The NRS's education and outreach programmes, its online resources team, digital imaging unit and the Scottish Register of Tartans are also housed in this division.

Registration

Responsible for the administration of civil registration of vital events (births, deaths, stillbirths, marriages, civil partnerships, divorces, dissolution of civil partnerships, gender recognition and adoptions). Also responsible for the administration of the statutes relating to the legal preliminaries to marriage and civil partnership, and the solemnisation of civil marriages and registration of civil partnerships. Looks after the IT systems which make possible the electronic capture and distribution of information for registration purposes.

Census

Responsible for the delivery of the 2011 Census programme. Census results help to plan a better future for Scotland and its local communities. Central and local government, health authorities, businesses and community groups all benefit from the availability of Census information.

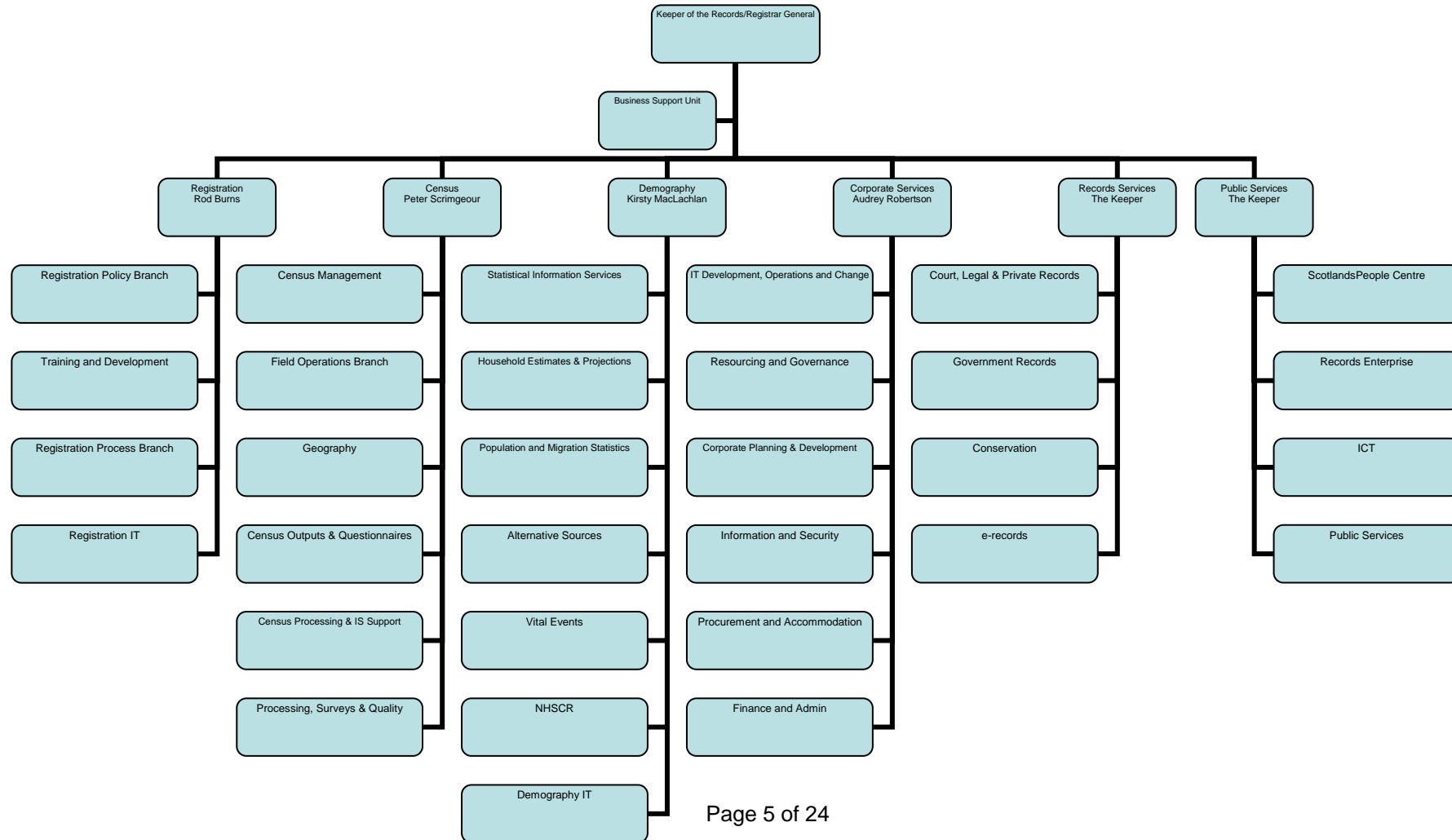
Demography

Publishes statistical information about the people of Scotland such as births, deaths, migration, population estimates and projections. These statistics are used by the Scottish Government, local authorities and others to inform policies and also to help in planning.

Corporate Services

Supports the work of other branches in the department. Responsible for budgeting and spending reviews and revisions, coordinating and monitoring the corporate planning process. It arranges the supply of accommodation, voice and data communications, ICT, learning and development and office services. It liaises with the Scottish Government divisions who provide NRS with personnel, ICT and financial services.

NRS Organisational Chart



The NRS Corporate Planning Process

The following table highlights the timetable for delivering and managing NRS business for 2011-12.

1 April 2011: merger of National Archives of Scotland and The General Register Office for Scotland to form the National Records of Scotland

<u>Date</u>	<u>NRS Plan 2011-12</u>	<u>Performance Review</u>	<u>Budgets*</u>
	5 May Departmental Planning Group (DPG) approval of NRS corporate planning and reporting policy		
June 2011	30 June Agree/produce: <ul style="list-style-type: none"> • NRS Strategic Priorities • NRS Strategic Objectives • Strategic Risk Register • Business Improvement Objectives (BIO) (with milestone and risk information) • Branch Plans (with objective, performance indicators and risk information) 		23 June Publish approved budget for 2011-12
			30 June Conclude 2010-11 Efficiency Savings Outcomes for GROS
July 2011		1 July – 15 July Review of quarter 1 performance, progress and risk by : <ul style="list-style-type: none"> • BIO leads • Branch Heads 	
		26 July NRS Management Board	26 July NRS Audit Committee
August 2011			2 August Conclude 2010-11 Efficiency Savings Outcomes for NAS
			3 August GROS 2010-11 Accounts laid and published
			3-16 August Autumn Budget Review (ABR) – confirm branch budget requirements. Scottish Government Finance (SGF) submission by 29 September
Sep 2011	30 Sept Produce NRS Business Plan 2011-12		30 Sept : Autumn budget review concludes
		1 Oct-14 Oct Review of quarter 2 performance, progress and risk: <ul style="list-style-type: none"> • BIO leads • Branch heads 	By 31 October NAS 2010-11 Accounts laid and published
		17 Oct-21 Oct Divisional Programme Boards	By 31 October Determine 2011-12 Efficiency

<u>Date</u>	<u>NRS Plan 2011-12</u>	<u>Performance Review</u>	<u>Budgets*</u>
Oct 2011		consider performance, progress and risk	Savings Targets for branches
Nov 2011		2 Nov Review of second quarter performance at DPG	W/C 31 Oct NRS Audit Committee
		16 Nov NRS Management Board	By 30 Nov Qtrs 1 & 2 branch Monitoring of 2011-12 Efficiency Savings Targets
			5-16 Nov Spring Budget Revision (SBR) – confirm branch budget requirements. SGF submission by 16 December.
Dec 2011	31 Dec Agree Strategic Priorities for 2012-2015 period		20 Dec - 27 Jan 3 year budget review (2012-15) – confirm branch budget requirements.
Jan 2012		4 Jan – 13 Jan Review of quarter 3 performance, progress and risk by : <ul style="list-style-type: none"> • BIO leads • Branch heads 	16 -27 Jan Forecast Outturn (FO) exercise – final review of branch budget requirements.
		16 Jan-20 Jan Divisional Programme Boards consider performance, progress and risk	
		W/C 30 Jan Review of third quarter performance at DPG	W/C 30 Jan NRS Audit Committee
			By 31 Jan Qtr 3 Branch Monitoring of 2011-12 Efficiency Savings Targets
Feb 2012		16 Feb NRS Management Board	By 28 Feb Approve 2012-15 Budgets
March 2012	31 March Produce NRS Corporate Plan 2012-2015 – to include outcomes and performance measures		By 31 March Seek profiles for 2012-13 Budgets
	31 March Produce NRS Business Plan 2012-2013		By 31 March Determine 2012-13 Efficiency Savings Targets for branches
April 2012		3 April – 13 April Review of quarter 4 performance, progress and risk by : <ul style="list-style-type: none"> • BIO leads • Branch heads 	By 30 April Qtr 4 Branch Monitoring of 2011-12 Efficiency Savings Targets

<u>Date</u>	<u>NRS Plan 2011-12</u>	<u>Performance Review</u>	<u>Budgets*</u>
		16 April – 21 April Divisional Programme Boards consider performance, progress and risk	
		W/C 29 April Review of year end performance at DPG	W/C 29 April NRS Audit Committee
May 2012		15 May NRS Management Board	
April-July 2012		Prepare NRS Annual Performance Report 2011-12 for publication in August 2012	Draft NRS Accounts 2011-12 for publication in August 2012 By 30 June Conclude 2011-12 Efficiency Savings Outcomes for branches By 31 July NRS Audit Committee By 31 July Qtr 1 Branch monitoring of 2012-13 Efficiency Savings Targets 16 July – 10 Aug Autumn Budget Review (ABR) – confirm branch budget requirements. SGF submission by mid-September.
Aug 2012		Aug (date to be agreed) Publish Annual Performance Report 2011-12	Aug (date to be agreed) Publish NRS Accounts 2011-12

* Tasks reflected under budgets in the right-hand column exclude the on-going monthly work undertaken by branch heads to review and manage their financial performance via SEAS monitoring reports.

Business plan 2011-12

GROS and NAS have worked closely for several years in some business areas, notably the world-leading ScotlandsPeople Centre and website. However, now that the two organisations have come together formally, further work is required to merge other parts of the joint operation, build a shared working culture and develop a vision for the new organisation.

In addition, GROS and NAS each bring to NRS important and high profile tasks which must be completed successfully: administration of the decennial Scottish Census which took place on 27 March 2011 and preparation of guidance resulting from the new Public Records (Scotland) Act which was passed in April 2011 and is due to come into force in 2013.

NRS's priorities for its first year of existence are therefore:

- To complete high priority merger tasks, notably financial services.
- To plan and allocate resources to the creation of uniform ICT systems and services.
- To continue the Census Programme as originally planned.
- To explore administrative data solutions as an alternative to a traditional census, beyond 2011.
- To consult stakeholders and prepare guidance in accordance with the Public Records (Scotland) Act.
- To maintain day to day activities so that our many stakeholders do not experience any difference in the high quality service they are used to.
- To review recent strategic thinking undertaken by NAS and GROS in order to develop Strategic and Corporate Plans for the new organisation.

A series of seven Strategic Objectives have already been identified for NRS. **Annex A** shows these, indicating the outcomes we expect from them over time and how they are linked to the Scottish Government's National Outcomes.

These Strategic Objectives and the priorities identified for 2011-12 are reflected in a series of 18 Business Improvement Objectives (BIOs) which are summarised at **Annex B**. Some of these will be completed during 2011-12, others are longer term pieces of work. The milestones and resources required to achieve each BIO are broken up into more detail in the plans of the branches and projects which support them. All this information is held and updated electronically each quarter.

The priority merger tasks are set out in a Project Plan (**Annex C**) which is overseen by a Merger Project Board comprising the RG, Keeper, Accountable Officer, Head of Corporate Planning and Development Branch, and one C1 on temporary loan from SG to help facilitate the merger work. The Merger Project Board directs the work of five working groups set up to concentrate on specific aspects of the merger. Their progress is reported regularly to the Departmental Planning Group and the minutes of their meetings are made available to staff.

Finance Working Group
ICT Working Group

Naming and Branding Working Group
Public Services Working Group
Property Working Group

Reporting and monitoring arrangements

Each quarter, progress against the NRS business plan is reviewed by the Departmental Planning Group (DPG) and the NRS Management Board. In order to ensure that the correct information is available in time for these reviews, the following cycle of events is followed:

First two weeks of each new quarter

Branches and divisions update their Business Objectives and Business Improvement Objectives for the previous quarter, flagging up any areas of concern which need to be brought to the attention of Programme Boards. Corporate Planning and Development Branch co-ordinates this information and holds it centrally so that the NRS Annual Report can be completed at the appropriate time.

Third week of each new quarter

Programme Boards, Information Systems Executive Board (ISEB) and Project Boards meet to discuss progress over the previous quarter and identify anything which needs to be brought to the attention of DPG.

Fourth week of each new quarter

Corporate Planning and Development Branch sends out papers for the next DPG, including on the agenda anything concerning progress against the NRS Business Plan which has been highlighted by the Programme Boards, ISEB and Project Boards.

Fifth week of each new quarter

DPG meets to discuss highlighted matters and to decide what needs to be brought to the attention of the Management Board. The Audit Committee also meets during this week, so that any issues it identifies can also be put onto the Management Board agenda.

Sixth week of each new quarter

Corporate Planning and Development Branch sends out papers for the next Management Board, including on the agenda anything which has been highlighted by DPG and Audit Committee.

Seventh week of each new quarter

Management Board meets

ANNEX A - NRS STRATEGIC OBJECTIVES

	NRS Strategic Objectives	NRS Outcomes	SG National Outcomes
1	<p>To preserve the nation's records in our care, so that citizens are aware of and enjoy their heritage <i>Preserving the past</i></p>	<p>We identify and take into our care nationally significant records worthy of permanent preservation.</p> <p>We hold paper records securely in appropriate environmental conditions, protected from loss or damage.</p> <p>We hold electronic records securely, protected from loss, damage and unauthorised modification.</p> <p>The national archive collection is in good condition.</p> <p>Catalogue information is extended and improved.</p>	<p>We take pride in a strong, fair and inclusive national identity.</p>
2	<p>To improve the management of records including digital formats, by the public sector in Scotland in order to support good governance, accountability and the efficient use of public resources <i>Preserving the past, recording the present</i></p>	<p>Public Bodies are ready for the commencement of the Public Records (Scotland) Act 2011 in early 2013.</p> <p>The justice system has improved the quality and management of the records it produces.</p> <p>We have a long term digital preservation policy, developed with Scottish Government and the Courts.</p> <p>The range of information available for statistical research and genealogical purposes is expanded by the digitisation of individual historical Vital Events records.</p>	<p>We realise our full economic potential with more and better employment opportunities for our people.</p> <p>We take pride in a strong, fair and inclusive national identity.</p>

3	<p>To record, in partnership with local authorities and the NHS, the registration of births, deaths, marriages and other life events <i>Recording the present</i></p>	<p>Customers are happy with our registration service.</p> <p>We have a good and productive relationship with local authorities.</p> <p>The NHS Central Register meets the requirements of the NHS, the Improvement Service, and other customers</p>	<p>We realise our full economic potential with more and better employment opportunities for our people.</p> <p>We take pride in a strong, fair and inclusive national identity.</p> <p>We live longer, healthier lives</p> <p>Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p>
4	<p>To provide statistical information about Scotland's population which meets the needs of users <i>Recording the present; informing the future</i></p>	<p>We publish statistics that are timely, accurate and rich in content.</p> <p>Relevant and suitably rich information deriving from the 2011 Census is published in a timely and accurate way.</p> <p>Improved sources of demographic information are developed.</p>	<p>We take pride in a strong, fair and inclusive national identity.</p> <p>We live longer, healthier lives</p> <p>Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p>
5	<p>To give convenient access to our records and statistics onsite and online, in Scotland and elsewhere <i>Informing the future</i></p>	<p>We provide a world-leading, financially sustainable family history service online, at the ScotlandsPeople centre in Edinburgh, and at centres run by local authorities.</p> <p>Users are able to identify the information they seek through enhanced catalogues and information discovery technology.</p> <p>More records are available online.</p> <p>Customer satisfaction is high.</p> <p>We provide efficient, innovative and imaginative support to ministerial initiatives, at home and</p>	<p>We live in a Scotland that is the most attractive place for doing business in Europe</p> <p>We realise our full economic potential with more and better employment opportunities for our people.</p> <p>Our young people are successful learners, confident individuals, effective contributors and responsible citizens</p> <p>We take pride in a strong, fair and inclusive national identity.</p>

		<p>abroad.</p> <p>More schools use our materials and services, supporting the new curriculum including the Scottish Studies initiative.</p>	<p>Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p>
6	<p>To maintain the security, integrity and accuracy of the personal information we hold, while increasing its usefulness for administrative purposes <i>Preserving the past; recording the present; informing the future</i></p>	<p>We hold paper records securely in appropriate environmental conditions, protected from loss or damage.</p> <p>We hold electronic records securely, protected from loss, damage and unauthorised modification.</p> <p>We contribute to developing joined-up and efficient service delivery and combating fraud by working in concert with other Government departments to increase secure and acceptable sharing of data.</p>	<p>We take pride in a strong, fair and inclusive national identity.</p> <p>Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p>
7	<p>To improve the efficiency and effectiveness of our organisation</p>	<p>Our organisation is more efficient.</p> <p>Our organisation meets customers' needs.</p> <p>We make information about our organisation available proactively.</p> <p>Our staff are skilled and motivated.</p> <p>Information technology has improved our services.</p> <p>We generate income and raise funds.</p>	<p>We realise our full economic potential with more and better employment opportunities for our people.</p> <p>We reduce the local and global environmental impact of our consumption and production.</p> <p>Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p>

ANNEX B - BUSINESS IMPROVEMENT OBJECTIVES 2011-12

	Title	Expected Outcome (including Improvement Action)	Business Improvement Strategic Objective	NRS Strategic Objective
BIO - 01	To design and implement an innovative new Information Discovery System that will enable customers to search and access electronic images and information about the records more effectively	A new information discovery solution providing improved e-commerce and customer account management, incorporating appropriate leading-edge technologies to innovate the customer experience and improve the organisations information delivery capabilities	To provide modern and innovative information discovery services to customers; to provide a system that is enterprise scalable across other parts of the NRS, ScotlandsPeople and potentially other cultural organisations as part of the National Digital Asset	5. To give convenient access to our records and statistics onsite and online, in Scotland and elsewhere.
BIO - 02	Design and implement an integrated ICT service for NRS	The provision of efficient and effective ICT services which support the operation and strategic objectives of NRS	Detailed planning and costings for implementing amalgamated ICT systems for the NRS	7. To improve the efficiency and effectiveness of our organisation.
BIO - 03	To work with Registers of Scotland, in co-operation with the National Library of Scotland to develop long term preservation solutions for public digital assets.	Development of a national digital asset strategy, which will formalise work in these areas and establish best-practice approaches.		2. To Improve the management of records including digital formats, by the public sector in Scotland in order to support good governance, accountability and the efficient use of public resources.
BIO - 04	To implement the provisions of the Public Records (Scotland) Act 2011 and publish supporting Model Records Management Plan and guidance	Improvements to public record keeping and cost savings for named public authorities and courts across Scotland	Implement provisions of new legislation to achieve improvements in public record keeping across Scottish public authorities and courts.	2. To Improve the management of records including digital formats, by the public sector in Scotland in order to support good governance, accountability and the efficient use of public resources.

	Title	Expected Outcome (including Improvement Action)	Business Improvement Strategic Objective	NRS Strategic Objective
BIO - 05	To implement the provisions of the Public Records (Scotland) Act 2011, establishing protocols and procedures for dealing with court records	Improvements to record keeping within the courts and cost savings to them and to NRS	Significant improvements to record keeping in courts with associated benefits to general public	6. To maintain the security, integrity and accuracy of the personal information we hold, while increasing its usefulness for administrative purposes.
BIO - 06	To create a knowledge base or similar consisting of critiqued guidance and best practice on electronic records with particular emphasis on the public sector.	Improvements and cost savings to bodies creating e-records in the public sector and other areas in Scotland.	Improvements to e-record keeping across Scotland and associated benefits to stakeholders and the public.	2. To Improve the management of records including digital formats, by the public sector in Scotland in order to support good governance, accountability and the efficient use of public resources.
BIO - 07	Direct and manage the introduction of new records management procedures for NRS and produce a records management plan in line with the Public Records (Scotland) Act 2011 by end July 2012	New records management procedures. Records Management Plan.	To improve the efficiency and effectiveness of our organisation; to improve the management of records by Scottish Government and the Courts in order to support good governance and the administration of justice.	7. To improve the efficiency and effectiveness of our organisation.
BIO - 08	To provide a cross sectoral data linkage service and expanded safe haven facility	Advice and support given to individual projects seeking to link record level datasets	Expansion of services	2. To Improve the management of records including digital formats, by the public sector in Scotland in order to support good governance, accountability and the efficient use of public resources.

	Title	Expected Outcome (including Improvement Action)	Business Improvement Strategic Objective	NRS Strategic Objective
BIO - 09	Develop Digital Resources	Increased online access to digital resources	This BIO reflects work done throughout Public Services Branch (PSB) and is the cumulative outcome of a number of separate Branch objectives. Through various projects PSB will increase the scope and depth of digital resources that are available for NRS to improve content available in the search rooms, various websites and ScotlandsPlaces and ScotlandsPeople in particular	5. To give convenient access to our records and statistics onsite and online, in Scotland and elsewhere.
BIO - 10	Assessment of alternatives to the census: working with the SG and ONS assess the feasibility of replacing traditional census enumeration in Scotland with a more efficient system for producing population statistics based on administrative data	Report on options and recommendations for census alternatives. Improved knowledge about the feasibility of alternative options for producing census-type statistics to inform planning for the next census cycle	To provide high quality statistical information about Scotland's population; to maintain the security , integrity and accuracy of the personal information we hold while increasing its usefulness for administrative purposes	4. To provide statistical information about Scotland's population which meets the needs of users.

	Title	Expected Outcome (including Improvement Action)	Business Improvement Strategic Objective	NRS Strategic Objective
BIO - 11	<p>2011 Census Data Analysis:</p> <p>1) Manage the outsourced capture and coding and phased delivery of personal census information to the Downstream Processing (DSP) solution between August and November 2011.</p> <p>2) Via the DSP solution, undertake a range of statistical processes and robust quality assurance (externally reviewed by Census Data Quality Advisory Working Group), including</p> <ul style="list-style-type: none"> i) analysing data from capture and coding (Aug to Dec 2011) ii) assessing the data against other data sources (Jan to May 2012) iii) accounting for undercoverage and creating output area data (June to Dec 2012). iv) linkage studies, provision of comparator data (for example, mid-year estimates rolled forward to census day) and analysis through the Census Demography Data Quality Integrated Project Team. 	A fully consistent database of census records prepared as the baseline from which population estimates and user defined census data outputs can be derived and disseminated in a phased release of data between July 2012 and late 2013	Provide high-quality statistical information about Scotland's population.	4. To provide statistical information about Scotland's population which meets the needs of users.

	Title	Expected Outcome (including Improvement Action)	Business Improvement Strategic Objective	NRS Strategic Objective
BIO - 12	2011 Census Data Outputs - To deliver complete, accurate and accessible population statistics, which meet user requirements, on a consistent and comparable basis nationally and for small areas and small population groups. To be delivered through a series of phased data releases and reports between July 2012 and late 2013.	Census data provides the strong evidence base that inform both public and private sector key decisions, for example in relation to provision of Scotland's public services such as transport, health, education.	Provide high-quality statistical information about Scotland's population.	5. To give convenient access to our records and statistics onsite and online, in Scotland and elsewhere.
BIO - 13	Design and implement an integrated NRS website.	An integrated NRS website which brings together information from the whole organisation.	Provide a user friendly website which allows all of our stakeholders to easily access the information they require.	5. To give convenient access to our records and statistics onsite and online, in Scotland and elsewhere.
BIO-14	Produce a 2012-15 Corporate Plan for NRS by 31 January 2012	NRS has a clear plan for the next 3 years which will be used to underpin the annual business planning process		7. To improve the efficiency and effectiveness of our organisation.

	Title	Expected Outcome (including Improvement Action)	Business Improvement Strategic Objective	NRS Strategic Objective
BIO-15	To progress the sale of Station Road and optimise the available storage space within NRS properties, following the merger, in order to reduce our overall storage costs.	Improvements to optimise the storage space for NRS records and achieve significant storage costs savings.		7. To improve the efficiency and effectiveness of our organisation.
BIO-16	Establish Local Family History centres	ScotlandsPeople Centre network available at local family history centres around Scotland, making it more accessible to the nation.	This BIO reflects work carried out by IT Registration, ICT, Registration for legal advice, Procurement and ScotlandsPeople staff. Local authorities that have a collaborative working arrangement between local registrars and archivists will be connected to the ScotlandsPeople Centre network operated by Local Authorities with a local registrar in attendance.	5. To give convenient access to our records and statistics onsite and online, in Scotland and elsewhere.
BIO - 17	Implement, develop and maintain a Business Continuity Management System across NRS which ensures there are BC measures in place to continue to operate selected services following a disruption.	NRS will be able to quickly resume the provision of key services following a disruption.	To improve the efficiency and effectiveness of our organisation.	7. To improve the efficiency and effectiveness of our organisation.

	Title	Expected Outcome (including Improvement Action)	Business Improvement Strategic Objective	NRS Strategic Objective
BIO - 18	Adopt the Carbon Management Programme with the Carbon Trust to improve energy efficiency in NRS by the required targets to comply with the mandatory Carbon Reduction Commitment requirements	Overall reduction in carbon emissions across NRS which should reduce the number of emissions allowances NRS will have to buy currently estimated at £40-£50k pa		7. To improve the efficiency and effectiveness of our organisation.

ANNEX C - NAS/GROS MERGER - Project Plan

Project	Amalgamation of NAS and GROS to form National Records of Scotland	Plan Period	1 April 2011 to 31 December 2012
Project Objective	To ensure the continued smooth amalgamation of GROS and NAS at minimum sensible cost following formal merger on 1 April 2011, and to ensure that the benefits, both in terms of value for money and in terms of service provision, are fully realised (Based on Project Governance paper of 10 January 2011)		
Project Lead	George MacKenzie	Project Manager	Carol Robb

*Green = on schedule and expected to deliver according to plan; or completed

Amber = slippage/issues, but expected to progress/deliver close to plan

Red = serious problems; delivery date unachievable; schedule to be revised

Task/Milestone	Due Date	RAG Status*	Expected Completion Date	Actual Completion Date	Comments
1 Governance (lead: George MacKenzie)					
Aim: To put in place governance arrangements which ensure the proper leadership, management & scrutiny of NRS					
1.1 Appoint combined Audit Committee on interim basis	10/06/11				
1.2 Extend apt. period of existing NAS NEDs on interim basis	10/06/11				
1.3 Recruit permanent NEDs & Audit Committee members					
1.3.1 Appoint NEDs	30/09/11				
1.3.2 Appoint Audit Committee members	31/12/11				
1.4 Prepare draft Framework Document for meeting of new Management Board	30/09/11				
1.5 Agree senior staffing before retirement of RG	31/07/11				
1.6 Carry out review of NRS structure after 6 months [we undertook to do this following circulation of organisation chart]	31/08/11				
1.7 Review composition of Departmental Planning Group	31/03/12				

2 Finance/Corporate Services (lead: Audrey Robertson)					
Aim: To merge the finance & corporate services functions to establish effective & efficient systems that support the business needs of NRS					
2.1 Agree budget for NRS for 2011-12	17/06/11				
2.2 Complete Business Plans for 2011-12, to include creation of a mission statement for NRS	17/06/11				
2.3 Sign off 2 sets of accounts for 2010-11	15/08/11				
3 ICT (lead: George MacKenzie)					
Aim: To merge the ICT functions to establish effective & efficient ICT systems and integrated architecture that supports the business needs of NRS					
3.1 Circulate to staff a communications statement on the amalgamation of ICT systems	01/06/11				
3.2 Consider the scope & approach of achieving an ICT merger	23/05/11				
3.3 Develop & undertake a programme of actions to produce draft NRS ICT solutions options paper	30/09/11				
3.4 Produce final NRS ICT solutions options paper	11/11/11				
3.5 Consider and decide on appropriate ICT solution for NRS	30/09/11				
3.6 Develop & undertake detailed ICT solution implementation plan (including allocation of funding)	Timeline tbc in options paper				
3.7 Complete development of amalgamated website	[31/03/12]				
3.8 Create combined intranet	[31/03/12]				
3.9 Achieve GSI accreditation	[31/03/12]				
3.10 Adopt new email addresses for all staff	[31/03/12]				
4 Naming and Branding (lead: Laura Mitchell)					
Aim: To develop and promote the new corporate identity for the merged organisation					
4.1 Obtain final logo options from Design Consultants	?				
4.2 Consult staff and agree on logo	?				
4.3 Replace signage and stationery	[31/03/12]				
4.4 Replace uniforms, van livery etc	[31/03/12]				

5 Public Services (lead: George MacKenzie)					
Aim: To explore the scope for extending the range and quality of services provided jointly to the public including provision of the necessary staff training					
5.1 Agree process for merging the services relating to adopted people	31/08/11				
5.2 Merge the services relating to adopted people	31/10/11				
5.3 Achieve closer working between ScotlandsPeople Centre and NAS Historical Search Room	31/08/11				
5.4 Consider scope for merging NAS's Legal Extract Service and GROS's Registration Extract Services	31/12/11				
6 Property (lead: George MacKenzie)					
Aim: To explore the scope for rationalising office & storage accommodation to ensure fit for purpose premises for NRS in the long term					
6.1 Appoint agents for sale of Station Road	30/06/11				
6.2 Explore options for WRH	30/06/11				
6.3 Establish minimum storage needs for records held at Station Road	30/06/11				
6.4 Establish what additional records storage exists or could be made available across the combined estate	30/06/11				
6.5 Carry out options appraisal re storage options (only necessary if insufficient space for Station Rd records in existing estate)					
6.6 Conduct audit of office accommodation across combined estate (only necessary if insufficient space for Station Rd records in existing estate)					
7 Stakeholder Communications (lead: Project Board)					
Aim: To engage with and inform stakeholders about progress on the merger as a means of underpinning the successful delivery of that project					
7.1 Hold Away Days for all NRS staff	14/06/11				
7.2 Continue series of open forum events for staff run by	30/09/11				

RG/Keeper. Next one at Ladywell House.					

Issues for Project Board – For Information and/or Attention	
Description	Action Required (& by whom)

Project/Workstream Dependencies	
Dependencies Identified	Status of engagement; & any timeline inter-dependencies (eg outputs required from project or by others to progress/complete activities)
The ICT tasks at 3.6 to 3.9 are dependent on a decision about IT architecture at 3.4.	
The task at 3.6 to complete the amalgamated website is dependent on the task at 4.2 to decide on a logo for NRS.	