

NRS Executive Management Board (EMB)
06 December 2022, 9.30 - 12
Held via MS Teams

Present:

Paul Lowe	Chief Executive (Chair)
Linda Sinclair	Director of Corporate Services and Accountable Officer
Laura Mitchell	Director of Information & Records Services and Deputy Keeper
Anne Slater	Deputy SRO Census Programme and NRS Director Operations
Carla McHendry	Delivery Director
Laura Lucas	Director of IT Services
Pete Whitehouse	Director of Statistical Services
Claire Gillespie	Chief Finance Officer
Elizabeth Hurst-High	Corporate Planning Lead (Item 5)
Tracy Richardson	NRS HR Business Advisor (Item 6 & Item 12)
Shirley Cameron	NRS Head of Business Management (secretariat)
Laurens Bonny	Business Support Officer (secretariat)

Apologies:

None

1. Welcome, Introductions and apologies – Paul Lowe

1.1 Paul Lowe welcomed everyone to the meeting. No apologies were received, and no new declarations of interest were recorded.

2. Minutes and Actions – Paul Lowe

2.1 The minutes from the meeting held on 08 November 2022 were approved and would be published on the NRS website.

2.2 A review of actions was undertaken. The action tracker would be updated accordingly.

2.3 EMB noted two decisions made in correspondence since the previous EMB meeting.

Action EMB 330: to bring a paper on the descope of disaster recovery testing including commercial and business risks to next EMB meeting . Owner – Laura Lucas

3. NRS Corporate Strategy – Draft Strategic Board Paper – Linda Sinclair

3.1 Linda Sinclair introduced the draft paper on Corporate Strategy for the Strategic Board.

3.2 Following EMB feedback Linda Sinclair and Carla McHendry would add in further information on the NRS context and SWOT & PESTLE analysis. They would also consider structure and presentation of the paper at the Strategic Board.

3.3 Pete Whitehouse queried how this would be used to deliver strategic aims. He would follow-up with Linda Sinclair and Carla McHendry on communication and potential solutions.

3.4 Paul Lowe thanked all staff involved in the NRS Strategy work, noting a lot of progress had been made.

Action EMB 331: to add in further information on the NRS context and SWOT & PESTLE analysis to draft Strategic Board paper on NRS Corporate Strategy. Owners – Linda Sinclair and Carla McHendry

Action EMB 332: to consider the structure and presentation of the NRS Corporate Strategy paper at the Strategic Board. Owners – Linda Sinclair and Carla McHendry

Action EMB 333: to follow-up with Linda Sinclair and Carla McHendry on communication and potential solutions. Owner – Pete Whitehouse

4. NHSCR – Lessons learned – Carla McHendry

4.1 Carla McHendry set out the initial lessons learned from the Cairnsmore House exit. A more detailed update would follow after the project close-down in January/February 2023. She noted the importance of communication and engagement, a clear understanding of roles (including deputies) and decision making / approval rights e.g. regarding budgets.

4.2 Linda Sinclair added the importance of timescales and would discuss with Alan Ferrier on his experience as SRO.

4.3 Carla's team would create a repository of lessons learned to assist with future projects. This would include mapping out the context to help identify differences and similarities between projects.

Action EMB 334: to discuss with Alan Ferrier on his experience as SRO for Cairnsmore House exit project. Owner – Linda Sinclair

Action EMB 335: to create a repository of lessons learned to assist with future projects, including contextual details. Owner – Carla McHendry

5. Equality, Diversity and Inclusion (EDI) – Elizabeth Hurst-High

5.1 Elizabeth Hurst-High presented the quarterly EDI update, including the draft 2023-2025 EDI outcomes drafted by the EDI Assurance Group members and following EDI staff engagement sessions held in September/October 2022. Work would commence on the development of an action plan to underpin these outcomes, which would be evaluated in 2025. Directors would be contacted to discuss how the action plan would fit within their teams and seek liaison with external stakeholders.

5.2 EMB members thanked Elizabeth Hurst-High and colleagues for the high quality progress on EDI work and the engagement across teams. The further need for EDI awareness and education was noted and Elizabeth Hurst-High would link in and collaborate with other public bodies on their EDI journey and organisations who raise EDI awareness.

5.3 Laura Lucas queried how different voices could be embedded in EMB decision making and the governance system. She would discuss this further with Elizabeth Hurst-High offline.

Action EMB 336: to discuss how different voices could be embedded in EMB decision making and governance system with Elizabeth Hurst-High. Owner – Laura Lucas

6. HR MI Update – Tracy Richardson

6.1 Tracy Richardson introduced the HR MI Update and noted a much improved quality and offering of the information received from SG HR. The People Services team had created an organisational chart for the entire organisation and was working with Finance Team on staff projections. These would be available for Directors upon request.

6.2 Tracy Richardson highlighted figures relating to recruitment, turnover and sick absence and noted the introduction of exit interviews would generate further information to enhance reporting. Tracy Richardson and Jay Pearce would look into options to support staff as increasing levels of stress and anxiety were identified.

6.3 Pete Whitehouse asked, in relation to the sickness figures, that data analysis also considered demographic makeup and grading of staff.

Action EMB 337: to identify further aids to support staff experiencing stress and anxiety. Owners – Tracy Richardson and Jay Pearce

7. Census 2022 Update – Paul Lowe

7.1 NRS had laid the Section 22 follow-up report produced by Audit Scotland, along with the NRS Annual Report and Accounts 2021/2022 with the Scottish Parliament. Once again NRS had received a clean and unmodified opinion from Audit Scotland.

7.2 Pete Whitehouse advised that the health administrative data access had been secured, consultation with data users was progressing and work was underway with Scottish Government in relation to obtaining other administrative data from a UK Government Department.

7.3 Linda Sinclair noted work was progressing to transition the Census Programme Management Office (PMO) to a corporate PMO within the Delivery Directorate.

7.4 The exercise to donate IT equipment used in the Census collect operation to third sector organisations had received significant interest and applications were being shortlisted. The demand for equipment would also be highlighted to the Scottish Government. Linda Sinclair and Anne Slater would also consider communication following the donation of the equipment.

Action EMB 338: to highlight demand for equipment to Scottish Government and consider communication following IT equipment donation exercise. Owners – Linda Sinclair and Anne Slater

8. Business Area Updates

8.1 Oral updates were provided by each Director. Key themes reported were:

Director for Corporate Services - Linda Sinclair

8.2 Activity reported included:

- Work surrounding building moves and closures relating to Cairnsmore House and Ladywell House. The lease break at Ladywell House would take place in July 23.
- Strategy workshops
- Ways of Working – review of the return to work form and work ongoing on space utilisation. This was being progressed by Estates and a strategic review on space requirements and utilisation would be brought to EMB in due course.

- The Incident Management Team had met to review the business continuity plan in relation to large staff absences.

Director for IT Services – Laura Lucas

8.3 Activity reported included:

- NRS secured Cyber Essentials Accreditation. Cloud services and multi-factor identification would be added to the accreditation next year.
- Work underway to renew Public Services Network (PSN) compliance certificate.
- First data uploaded to DPS4. Capital cost came in under budget.
- Security measures surrounding administrative data
- Census decommissioning work
- Ways of Working
- Telephony Strategy work progressing

Director of Statistical Services – Pete Whitehouse

8.4 Activity reported included:

- Ongoing work with International Steering Group
- Population Estimates work progressing, in collaboration with Office for National Statistics
- Publication of homeless mortality and healthy life expectancy
- 'Who Lives in Scotland' BBC documentary was nominated for national Analysis in Government Award

Director for Operations and Customer Service – Anne Slater

8.5 Activity reported included:

- A system upgrade to support ScotlandsPeople and other services had completed successfully in November 2022
- Census 1921 data release on ScotlandsPeople
- The Gender Recognition Bill continued to progress through the Scottish Parliament stages with implementation expected to be required in 2024.

Delivery Director – Carla McHendry

8.6 Activity reported included:

- Cairnsmore House and Ladywell House exit
- Strategy Workshop, Prioritisation Exercise and Portfolio work
- Capital Strategy audit in collaboration with SG internal auditors
- Further expansion of directorate with new staff members starting

Information and Records Services Director – Laura Mitchell

8.7 Activity reported included:

- Silver level Business Incident Team had been stood up in relation to the Matheson Dome. The area had been temporarily closed.
- Work was continuing regarding future storage options
- Digital Records Unit continued to support the Calling in the Pages project
- Information Governance Team involved with Ladywell House exit

- Press preview for the release of the 2007 cabinet papers scheduled for mid-December 2022
- Archive Accreditation Award Ceremony was held in Lord Clerk Registers Room
- NRS was multiple times commended during speeches at the 20 year anniversary of the Scottish Council and Archives

8.8 Paul Lowe thanked everyone for the impressive amount of work that was progressing across NRS.

9. NRS Finance Report – Claire Gillespie

9.1 Monthly meetings would continue to review budgets and make minor adjustments to year end for which preparatory work would start in January. Work was underway to look at future financial years.

9.2 The 2023/24 budget allocation would be published in the Scottish Government budget statement on 15 December 2022. Claire Gillespie would review and provide EMB with an update via email.

Action EMB 339: to circulate email with update on 2023/24 budget allocation to EMB. Owner – Claire Gillespie

10. NRS Security – Laura Lucas, Laura Mitchell and Linda Sinclair

10.1 An update on Information, IT and Physical security activity was provided.

11. For Noting - NRS Governance – Audit and Risk Committee – Linda Sinclair

11.1 Linda Sinclair noted the NRS Audit and Risk Committee (ARC) had an engaging session on 25 November 2022. ARC members discussed areas from across the organisation such as information security and ransomware.

12. Any Other Business – NHSCR Future Working Proposal – Tracy Richardson

12.1 Following a 6 month trial period it was proposed to formally implement hybrid working for the 16 NHSCR staff. This included the requirement for 20% of staff to work from NRS office space at any time and mandatory office working if the business required this.

12.2 Laura Lucas raised an increased risk level relating to sensitive data held at home. Laura Mitchell would pick this up with the Information Governance Team and Tracy Richardson would update guidance and circulate to staff. A further update would be provided at the next EMB meeting.

Action EMB 340: to provide an update on working from home risks and updated guidance at the next EMB meeting. Owner – Tracy Richardson and Laura Mitchell

Action EMB 341: to add a further update on NHSCR Future Working to the next EMB agenda. Owner – Laurens Bonny

13. Date of Next Meeting – 09 February 2023

End