

**NRS Executive Management Board (EMB)**  
**09 February 2023, 9.30 - 12**  
**Held via MS Teams**

**Present:**

Anne Slater	Interim Chief Executive (Chair)
Linda Sinclair	Director of Corporate Services and Accountable Officer
Laura Mitchell	Director of Information & Records Services and Deputy Keeper
Carla McHendry	Delivery Director
Laura Lucas	Director of IT Services
Pete Whitehouse	Director of Statistical Services
Claire Gillespie	Chief Finance Officer
Jane Milne	Head of Customer Services Operations
Jay Pearce	Head of People and Talent (Item 5-8)
Tracy Richardson	NRS HR Business Advisor (Item 5-7)
James Gosling	Head of Census Engagement and Communications (Item 13)
Shirley Cameron	NRS Head of Business Management (secretariat)
Laurens Bonny	Business Support Officer (secretariat)

**Apologies:**

None

1. Welcome, Introductions and apologies – Anne Slater

1.1 Anne Slater welcomed everyone to the meeting. No apologies were received, and no new declarations of interest were recorded. Jane Milne attended the meeting to cover from an operational input perspective.

2. Minutes and Actions – Anne Slater

2.1 The minutes from the meeting held on 06 December 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.

3. Strategy Workshop - Update - Linda Sinclair and Carla McHendry

3.1 Staff from the Delivery Directorate would engage with other Directors for their views on deliverability and affordability of the strategy.

3.2 Work on the Target Operating Model was progressing and would be brought to EMB for review in due course.

3.3 Work on the implementation of the Business Continuity Assessments was also progressing with the aim to conclude the draft by the end of February 2023.

4. LWH – Update – Linda Sinclair and Carla McHendry

4.1 Linda Sinclair thanked all business areas for their continuing support and help in the delivery of this project. Work was progressing across multiple streams with a lot of work still to be done ahead of the building exit.

4.2 Carla McHendry noted the four requirement workshops held so far were well attended with a lot of staff engagement. More communication would be issued in the next week in regards to retrieving items from the building.

5. Ways of Working Framework - Jay Pearce/Tracy Richardson - [A42382872](#)

5.1 Jay Pearce introduced the framework paper which defined 'ways of working' combining principles that are contractually fixed through Scottish Government Terms and Conditions, and flexibility offered by NRS. The fulfilment of business needs remained the lead requirement underpinned by flexibility to support staff wellbeing. Applying the framework would result in a valued workforce and becoming an attractive employer.

5.2 Tracy Richardson shared a new form would be issued to all staff as NRS moves from Covid Secure Working to Ways of Working. It would support staff returning to NRS buildings and capture if further adjustments were required to support employees working at home. She confirmed the process for managing building access would also be updated. Location management for current and posts being advertised as LWH would be required. The Scottish Government HR policy indicated permanent home working could currently only be offered as result of a reasonable adjustment under equality legislation.

5.3 Work was underway to develop a virtual tour of NRS buildings and provide in-person induction tours for new and returning staff.

5.4 EMB approved the Ways of Working definition, to be used as communication tool going forward.

**Decision EMB-D172: EMB approved the Ways of Working definition, to be used as communication tool going forward.**

6. NHSCR Ways of Working – Tracy Richardson and Jay Pearce

6.1 Two booklets had been created to support NHSCR staff with the ongoing building move. One contained information on the physical building (managed by Estates) and the other on working conditions (managed by HR). These would be issued to staff following the move.

6.2 A guided tour of the new building was offered to staff and the project team issued weekly briefings on progress. The workplace address would automatically be updated on the eHR system and staff had been reassured by letter that the terms

and conditions of their contracts had not changed, with location updated in line with SG HR mobility policy.

7. People Survey – Jay Pearce - [A42335720](#)

7.1 Jay Pearce introduced the paper highlighting changes in the People Survey responses between the current and previous year and comparing NRS figures with Scottish Government and Civil Service returns. Four key strategic themes and potential actions were noted with enhanced staff engagement and communication underpinning all.

7.2 EMB members discussed the paper noting organisation-wide engagement initiatives were resource intensive. Improvements were progressing by setting up communication strands within projects. Staff views were opposing depending on their directorate e.g. on organisation attachment and sense of purpose. Laura Lucas advised wider engagement within her directorate was ensured through weekly drop-in sessions and had reinstated away days. It was highlighted staff should feel empowered to provide views pro-actively. The People Strategy was currently under review with discussions ongoing regarding engagement session on NRS Values.

8. Equality-related Impact Assessments – Jay Pearce - [A42300574](#)

8.1 Jay Pearce introduced the paper setting out proposed policy and guidance for undertaking Equality, Fairer Scotland Duty and Island Communities impact assessments at NRS. A number of staff members would be trained to support subject matter experts in completing the assessments with EMB carrying the legal responsibility to have these completed.

8.2 Laura Mitchell highlighted the arrangements for Data Protection Impact Assessments, currently carried out by business areas with the support of the Information Governance Team. She noted a central log of all policies would prove a useful aid to complete accreditation applications.

8.3 EMB recognised its responsibility in regards to these assessments and requested to see a further paper on the initial and year-on-year implementation as well as the resourcing expectation on business areas.

**Action EMB 342: to submit a further paper on implementation and resourcing expectations of Equality-related Impact Assessments. Owner – Jay Pearce**

9. Disaster Recovery Testing: no testing impact - Laura Lucas - [A42275549](#)

9.1 EMB noted the current Disaster Recovery Testing position due to a lack of staff resource with risks to the organisation operation and future accreditation. The Workforce Planning panel would reconsider the vacancy at their meeting at the end of the month if it was resubmitted.

10. Census 2022 Update – Anne Slater

10.1 Anne Slater reported that NRS had regularly provided the Cabinet Secretary, Permanent Secretary and Scottish Cabinet with updates on Census 2022. The programme status was amber despite the strong delivery position due to vacancies of CEO and Statistics Director. A senior member from the Office for National Statistics was expected to join NRS and provide expertise and support in relation to census outputs in the next few weeks.

10.2 An outputs consultation had received a lot of engagement. NRS aimed to publish the first outputs towards the end of summer 2023. The International Steering Group continued to provide advice and input. The next assurance review of mid-March would focus on output delivery.

10.3 EMB thanked Pete Whitehouse for his work at NRS and wished him well in his new job role.

11. NRS Finance Report – Claire Gillespie - [A42335606](#)

11.1 Claire Gillespie introduced the finance paper which set out the financial position up to the end of December 2022. She expressed confidence to conclude 2022/23 within budget. Claire would shortly circulate a time line on year-end activities (April to June) with her team, the auditors and EMB. Finance colleagues were further engaging with relevant directors to review and update the Asset Register ahead of the financial year end.

11.2 The finance team was liaising with business areas on budget assumptions for 2023/24. A final report would be shared with EMB for review and confirm its alignment with the NRS Strategy. EMB approved the 2023/24 budget commissioning plans and timeline.

11.3 EMB approved in principle to cover £200k of unbudgeted census staffing costs for 2023/24 from the top of the core budget. Further details on this and other census costings would be brought to Census EMB for approval.

**Decision EMB-D173: EMB approved the 2023/24 budget commissioning plans and timeline.**

**Decision EMB-D174: EMB approved in principle to cover £200k census staffing costs for 2023/24 from the core budget .**

**Action EMB 343: To bring further details on 2023/24 census costs to Census EMB for approval. Owner – Claire Gillespie**

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

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

12.2 EMB thanked Heather Lowrie, Tim Gollins, Elizabeth Hurst-High and Anna Krakowska for their work at NRS and wished them well in their new job roles.

**13. Communication and Engagement – James Gosling - [A42300914](#)**

13.1 James Gosling introduced the communications paper providing the key priorities and workstreams of 2023 as well as a detailed planner.

13.2 Over the next few weeks the intranet platform Connect would be decommissioned and a new NRS section created on the main SG Saltire platform. Governance of the pages on the new platform would be increased and a Head of Content Design recruited. Laura Mitchell suggested to liaise with the Digital Records Unit regarding a flat file capture of the current pages.

13.3 Jane Milne updated EMB members on the upcoming second yearly Customer Survey, supported by the Institute of Customer Service which would provide a benchmark against other organisations. A staff survey would also be carried out and results from both surveys would inform an action plan. Jane would follow-up with Laura Lucas and Laura Mitchell on the customer groupings included in the survey.

**Action EMB 344: To liaise with the Digital Records Unit on flat file capture of Connect intranet pages. Owner – James Gosling**

**Action EMB 345: To follow up on customer groupings in the upcoming Customer Survey with Laura Lucas and Laura Mitchell. Owner – Jane Milne**

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

14.1 EMB noted the NRS governance documents circulated with the EMB agenda.

**15. Any Other Business – DEA – Lessons learned – Carla McHendry**

15.1 Several directors had forwarded their observations via email to Carla McHendry and no further comments on the DEA lessons learned paper were noted.

**16. Date of Next Meeting – 28 March 2023**

**End**