

**NRS Executive Management Board (EMB)**  
**11 May 2023, 10.00 – 12.30**  
**Robertson Wing, GRH and via MS Teams**

**Present:**

Janet Egdell	Interim Chief Executive (Chair)
Anne Slater	Director of Operations and Customer Service and Deputy RG
Linda Sinclair	Director of Corporate Services and Accountable Officer
Laura Mitchell	Director of Information & Records Services and Deputy Keeper
Laura Lucas	Director of IT Services
Carla McHendry	Delivery Director
Alan Ferrier	Director of Statistics
Jon Wroth-Smith	Director of Census Statistics
Claire Gillespie	Chief Finance Officer
Sheena Maguire	Head of Communications (Item 3)
Jane Milne	Head of Customer Services Operations (Item 4)
Stu Hurry	Corporate Risk and Assurance Lead (Item 5)
Lesley Smillie	Census Governance Lead (Item 6)
Shirley Cameron	Head of Business Management
Graham Thomson	Business Support Officer (secretariat)

**Apologies:**

1. Welcome, Introductions and apologies

1.1 Janet Egdell welcomed everyone to the meeting. There were no apologies, and no new declarations of interest were recorded. Laura Lucas was thanked for her contribution in what was her last EMB meeting.

2. Minutes and Actions

2.1 The minutes from the meeting held on 28 March 2023 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.

3. NRS Strategy & Portfolio – Engagement Update – Linda Sinclair/Carla McHendry

3.1 Linda Sinclair and Carla McHendry presented their paper, which was discussed and noted by the Board. The Board discussed options to engage staff, and to socialise the strategy within NRS. Following the discussion, Janet Egdell would work with others to further develop the engagement approach with activity to happen over the coming months.

3.2 A communication and engagement plan would be tied in with any findings from the internal audit culture review

**Action: Janet Egdell to further consider and develop staff communication material, in conjunction with Communication colleagues and Directors. Action Owner: Janet Egdell**

4. Customer Survey Update – Jane Milne

4.1 Jane Milne presented her paper which highlighted the results of a recent Business Benchmarking (Customer) Survey carried out in for three weeks from February 2023. The following key points were noted:

- The survey assesses customer satisfaction
- Identifies areas of strengths and areas for development across different categories
- The same survey is used by all members of the Institute of Customer Services (IoCS) on a yearly basis for comparison
- This is the second cycle for NRS
- NRS was benchmarked at 80.9 by CSI against a Public Sector (National score) of 76.1

4.2 Next Steps include:

- An internal survey (ServCheck Survey) was under way to assess the NRS current level of commitment to customer service
- IoCS would collate results from Business Benchmarking survey and staff ServCheck survey – if the overall score from both surveys exceed 70, NRS can move into the Service Mark accreditation process from June 2023
- First step for NRS would be the development of a Customer Service Action Plan including areas of improvement, recognising strengths and reflecting on staff and customer feedback
- Assessment visit arranged with IoCS
- Full process would take place over 6 months
- Ultimate objective, NRS to be awarded Service Mark Accreditation helping to benchmark service delivery against other UK organisations
- Followed by ongoing work to optimise services to best meet customer needs using insight from yearly customer and staff surveys and use of Customer Personas Framework, supported by delivery of a staff training programme

5. Corporate Risk Register – Top 10 Risks – Linda Sinclair/Stuart Hurry

5.1 Linda Sinclair provided an overview of the Corporate Risk Register. All risks with a score of 16 or above would be discussed at EMB. A full EMB paper with all Risks would be submitted to the NRS Audit and Risk Committee. Comments around framework and scoring would be welcomed from EMB. Risk ownership would be clarified and individual risks would be discussed by exception.

5.2 Funding Risk and Physical Storage Risk score had risen the most.

5.3 EMB were content with the approach to the new risk register.

**Action: BMU to prompt Risk updates on a monthly basis to EMB. Action Owner BMU**

5.4 A risk appetite discussion was suggested and if another workshop would be beneficial confirming when risks become issues.

5.5 The visibility of the risk register across NRS was discussed and Linda Sinclair suggested this could be connected to the narrative around the strategy.

5.6 Internal and External Audit would continue to review risks at the NRS Audit and Risk Committee and review scores. Information governance was an area that had been highlighted previously by ARC.

6. Census 2022 – update – Lesley Smillie

6.1 Lesley Smillie provided an update on Census 2022 and highlighted the following:

- Census 2022 was currently in an Amber position at the time of the meeting
- Data cleansing had been completed
- The programme was moving into its next phase with additional colleagues from ONS starting in the near future
- An Outputs Handling Plan was being developed
- There was a focus on Technical Assurance Framework (TAF) recommendations and an agreed checklist had been signed off.
- The process for signing off Outputs work prior to publication was on-going
- Programme Closure initial discussions had been held. There would be a separate workstream made within programme governance
- Risks would be actively managed

6.2 The Future of Census was discussed with the following points highlighted:

- Future of Census (FOC) would be set up as a separate workstream
- A Programme Initiation Document was being developed for a first review
- Lessons learned work was on-going
- Options for Census 2031 were being developed, with input from ONS, NISRA and partners from across the globe
- Recommendations that would be made to Ministers and future trends would be considered
- A draft deliverable business case was being developed for review
- Work continued in conjunction with SG Chief Statistician and his team
- Next steps would be taken forward by a small team and a workshop was planned with the NRS Senior Management team
- Budgeting and resourcing challenges were being considered

- EMB would continue to manage Census 2022 Programme at separate Census meetings until the publication of first outputs, with FoC being discussed at EMB meetings
- The funding position for Census 2031 had been discussed with SG Finance

## 7. Business Area Updates – Directors

### 7.1 Laura Mitchell gave an update on information and records services:

- The Declaration of Arbroath had been filmed for a forthcoming BBC feature
- NRS was liaising with SG regarding job families relating to the archivist and conservator professions
- Customer Focus work was on-going with stakeholder engagement work in progress
- Storage Capacity and environmental impact work was continuing
- Information Governance continued to engage relating to the National Safe Haven. Recent penetration tests showed no weaknesses
- DEA accreditation would be required in 2023
- Over 7,000 information assets had been tracked in the work to close Ladywell House

### 7.2 Carla McHendry provided an update on the Delivery Directorate:

- Ladywell House Celebration event was being held on 11 May
- Portfolio work was on-going
- Ways of Working principles was flagged to Directors for their feedback

### 7.3 Jon Wroth-Smith gave an update on Census Statistical Services

- Consultation response was nearly ready to be published
- The importance of Census data and benefits of Census would be highlighted
- Local Authority engagement had taken place

### 7.4 Alan Ferrier provided an update from Statistical Services

- Positive feedback had been received on Population Statistics
- A DEA accreditation meeting would take place week commencing 15 May
- NHSCR team had completed move into Mountain Hall in Dumfries
- Drug Death publication would be in August 2023

### 7.5 Laura Lucas gave an update from IT:

- Ladywell House exit work was on-going
- Disposal of IT equipment from Ladywell House and Saughton House work was continuing
- Four IT cloud host environments were being reduced to three
- Security focused email was received from external auditors

7.6 Anne Slater provided an update from operations and customer services:

- ScotlandsPeople website business case would go to EMB and DSB for approval
- NRS Communications were working with SG Saltire Team on work on the Saltire Upgrade

7.7 Linda Sinclair gave an update on Corporate Services:

- Strategy and Procurement work was on-going
- Facility Management Contract work was being continued
- NRH Roof Scaffold work had begun
- The Health and Safety Committee was meeting on 17 May
- Fire Safety paper was in draft including a section on Assisted Evacuation
- There were upcoming changes to the Flexi System
- A wellbeing hour for staff would be introduced in line with SG guidance. The impact on staff and customer delivery would need to be considered
- A training budget paper would be coming to EMB

7.8 Janet Egdeall provided an update as Chief Executive:

- An update on senior staff recruitment and NXD recruitment plans was noted.
- A meeting with the Cabinet Secretary for the Constitution, External Affairs and Culture had included discussion on:
  - Census 2022 collect and outputs
  - Future of Census
  - Wider NRS issues including fees

8. NRS Finance Report - Claire Gillespie

8.1 Claire Gillespie provided a Finance update and highlighted the following:

- 2022/23 financial year had been concluded and was currently being reviewed. A paper for the next EMB meeting would be prepared
- Annual Reports and Accounts draft was due to go to the next Audit and Risk Committee meeting on 27 June 2023
- Financial outturns were positive
- An overall underspend of 0.1% was predicted to be reported for 2022/23 financial year
- The 2023/24 financial year was underway with the staffing budget being as proposed
- Budgets would be adjusted at mid-year as required
- Delegated letters would be issued to Directors for signing
- There were 3 big capital projects on-going
- A discussion on the timing of IT hardware project would be welcomed

- A discussion with Maggie Waterston, the incoming chair of the Audit and Risk Committee from July 2023 was planned

8.2 Laura Lucas confirmed that accreditation needs to be confirmed by April 2024, it was unclear exactly when the hardware expenditure required to achieve accreditation would land in relation to financial years.

**Action: To confirm when hardware refresh would take place and what financial year it would fall into. Action Owners: Claire Gillespie, Laura Lucas and Linda Sinclair**

9. NRS Security – Laura Lucas, Laura Mitchell, Linda Sinclair

9.1 Item had been covered in Director updates in Item 7

10. Procurement approval decisions for EMB – Linda Sinclair

10.1 There were no new procurement approval decisions for EMB

11. For Noting: NRS Governance. NRS Digital and Strategy Board (DSB) – 27 April 2023 – Carla McHendry

11.1 EMB noted the agenda and papers covered at the DSB meeting on 27 April 2023.

12. AOB

12.1 There was no further business discussed.

**13. Date of Next Meeting – 07 June 2023**

**End**