

NRS EXECUTIVE MANAGEMENT BOARD MEETING

30 January 2024

09:30 – 12:00

MS Teams

Attendees:

Janet Egdell Interim Chief Executive (Chair), Registrar General and Keeper
Director of Information & Records Services and Deputy Keeper
Director of Operations and Customer Services and Deputy Registrar General
Director of Corporate Services and Accountable Officer
Director of Census Statistics
Director of Statistics
Chief Finance Officer
Head of People and Talent (*Item 3*)
Corporate Business Assurance Manager
Corporate Governance Manager (governance)
Business Support Officer (secretariat)

Apologies:

Digital and Delivery Director
Head of Business Management (governance)

1. Welcome, Introductions and apologies

1.1 Janet Egdell welcomed everyone to the meeting. Apologies were noted as above.

1.2 Janet Egdell declared that she had recently accepted an advisory position on the Research Data Scotland Board. Janet advised the role could be beneficial to NRS as they have shared interests around the use of public sector data.

2. Minutes and Actions

2.1 The minutes from the meeting held on 20 December 2023 were approved and would be published on the NRS website subject to clarification that the security contract is a physical security contract.

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

3. Corporate Risk Register – Head of People and Talent

3.1 The Head of People and Talent provided an overview of the paper which was noted by the Board.

3.2 There were no changes to major risks since the December meeting.

3.3 EMB discussed the importance of reviewing NRS risks strategically to identify any common themes.

4. Portfolio dashboard and IT services update – Digital and Delivery Director

4.1 EMB noted the papers. EMB discussed the importance of NRS governance groups ensuring those with delegated authority are included in decision-making. EMB requested a summary paper on the health check process.

4.2 The Director of Corporate Services and Accountable Officer suggested EMB consider any risks to NRS projects that were reliant on financial investment following the recent SG budget.

4.3 EMB noted Internal Audit and External Audit reviews taking place.

4.4 EMB noted Ways of Working (WoW) Group progress including hybrid working and implementation of a new cloud based hot desk booking system. EMB proposed the group would be well-placed to consider feedback from the People Survey and Culture Review to ensure a holistic approach was being taken for all NRS staff. EMB requested a position paper from WoW setting out results from requirements gathering and forward look for the group with options and recommendations for EMB to consider.

4.5 EMB noted a strategic outline case was being developed for archive storage, with a range of options.

Action EMB 362: Delivery team PMOs to inform EMB on health check process and ensure relevant SROs and NRS boards were kept up to date. Action Owner: Digital and Delivery Director

Action EMB 363: Ways of Working Group to provide EMB with a position paper setting out their work to date, including results from requirements gathering, forward look for the group with options and recommendations for EMB to consider. Action Owner: Head of People and Talent

5. Census 2022 Programme Update – Director of Census Statistics

5.1 The Director of Census Statistics updated the meeting and EMB noted the Programme Status was Green.

5.2 EMB noted the change request paper and approved updates to the Census 2022 topical release running schedule and to announce May 2024 as the date for the next level zero milestone release.

6. Future of Population Statistics - Director of Census Statistics

6.1 The Director of Census Statistics provided an oral update on Future of Population Statistics. Highlights were:

- A steering group is being set up to review the strategic direction and options for Future of Population Statistics
- The steering group will oversee development of an outline business case for June 2024
- NRS colleagues continue to meet with the Office for National Statistics (ONS) on a regular basis to share their progress

7. NRS Security Update – Director of Information & Records Services and Deputy Keeper / Director of Corporate Services and Accountable Officer

7.1 The Director of Information & Records Services and Deputy Keeper and Director of Corporate Services and Accountable Officer provide a verbal update on NRS security. The following points were noted:

- NRS continue to work with Research Data Scotland and SG Chief Statistician around best practice assurance for the National Safe Haven
- The Information Security Committee had met in November 2024 (Quarterly) and were carrying out a management review of the information security management system
- Resourcing gaps were noted in Cyber Security and Information Governance
- A business case was being developed for a new information security and privacy contract as the current contract was due to end in June 2024
- A Review of NRS building security contract was being carried out as the current contract was due to end in May 2024
- A new Head of Physical Security would be joining in March 2024
- A Business case was being developed for Physical Security Services and would be presented to Digital Strategy Board (DSB)

Action EMB 364: Prepare a business case for a new information security and privacy contract for EMB approval at February meeting. Action Owner: Director of Information & Records Services and Deputy Keeper

8. Proposals for Cyber Risk Exercise (action EMB 357) – Digital and Delivery Director

8.1 EMB discussed the proposals in the paper for a Cyber Risk Exercise (action EMB 357). EMB agreed in principle that the Cyber Security Incident 'exercise in a box' take place as soon as possible. EMB requested further detail on the process and implications of the exercise to ensure the best timings.

Action EMB 365: To provide EMB with further detail on Cyber Security Incident exercise. Action Owner: Digital and Delivery Director

9. NRS People Survey – Janet Egdell

9.1 EMB noted the paper and discussed the following:

- Picking up on other key themes from the Culture Review and People Survey around improving Learning and Development (L&D) opportunities and Communications
- Look to improve NRS communications culture and how decision making was cascaded across NRS
- Look to encourage staff to complete Personal Learning Plans to help build an understanding of what training is required and tease out any common themes
- Look to promote Pathways training and any other L&D opportunities
- To consider comms messaging around wider public sector budget constraints
- Consider developing policy around staff attending conferences
- EMB noted the recent Permanent Secretary letter advising that travel and subsistence spending should only be used for business-critical work

Action EMB 366: To provide a paper on Learning and Development including training data for February EMB. Action Owner: Head of People and Talent

10. Matters Arising From Other Governance Meetings – Janet Egdell

10.1 EMB noted:

- Digital & Strategy Board 7 December 2023 – Agenda & minutes - EMB noted procurement being carried out for the digital services call-off contract
- Customer & Operations Board 25 Jan 2024 – Agenda – EMB noted a Food and Drink policy was being drafted by IRS and would be signed off by EMB at a future meeting. EMB also noted WoW were running staff engagement sessions on the draft Food and Drink policy and on staff lockers
- Census Assurance Forum 23 Jan 2024 – Agenda
- Information Security Committee November 2023 – The Director of Information & Records Services and Deputy Keeper provided an update under item 7.1
- EMB noted colleagues were looking to resolve ongoing accommodation issues at Mountainhall

11. AOB

11.1 No matters were raised.

12. Date of Next Meeting – 28 February 2024

12.1 The Forward Look was noted

12.2 The draft agenda for 28 February 2024 was approved.

End