

**NRS STRATEGIC BOARD MEETING**

Wednesday 31 May 2023

10:00-12:00

MS Teams

**Attendees**

Janet Egdell	Interim Chief Executive (Chair)
Bill Matthews	Non-Executive Director
Anne Moises	Non-Executive Director
Gordon Shipley	Non-Executive Director
Maggie Waterston	Non-Executive Director
Alan Ferrier	Director of Statistics
Carla McHendry	Delivery Director
Laura Mitchell	Director of Information and Records Services & Deputy Keeper
Linda Sinclair	Director of Corporate Services & NRS Accountable Officer
Anne Slater	Director of Operations and Customer Services & Deputy Registrar General
Jon Wroth-Smith	Director of Census Statistics
Claire Gillespie	Chief Finance Officer
NRS, Census Director team ( <i>Items 5 &amp; 6</i> )	
Head of BMU	
Corporate Governance Manager	
NRS BMU – Secretariat	

**1. Welcome, Introductions and Apologies**

1.1 The Chair welcomed everyone to the meeting. Apologies were noted as above.

**2. Meeting held on 23 March 2023**

2.1 Minutes from the last meeting were approved and would be published on the NRS website.

**2.2 Review of Action Log**

2.2.1 **Action SB 37:** Ongoing: advertisement of the Non-Executive Director roles would be progressed.

**2.3 Declarations of Interest**

2.3.1 No new declarations of interest were noted.

**3. Corporate Overview**

3.1 Linda Sinclair provided a corporate overview and introduced her paper.

3.2 The following topics were covered:

- The addition of the Change Portfolio to the dashboard.
- An update on Customer Facing Services KPIs.
- The impact of issues around storage capacity and environment.
- Financial pressures for 2023/2024.
- Ladywell House exit progress towards final decant and handover.
- Publication of the Mainstreaming Equalities outcome report.

3.3 There was a discussion on the impact of the COVID-19 pandemic and service restart activities on KPIs to 2022/2023, and on the circumstances impacting the risk register.

3.4 It was welcomed that Customer Satisfaction survey results had remained steady between years.

#### **4. NRS Strategic Direction and Priorities – update on roll-out plans**

4.1 Carla McHendry presented plans for the rollout of the draft strategy and portfolio priorities.

4.2 A discussion followed on the skills needed to facilitate cultural change and how these could be developed within NRS.

#### **5. Census 2022 Update**

5.1 Census Director team representative gave an update on the current status of the programme, including planning for the first outputs, continued input from the International Steering Group, and work with the Digital Assurance office.

5.2 Work also continued on the Future of Census, including stakeholder engagement activity.

5.3 A discussion followed on budget for Census 2031, options to maximise investment, and the importance of the Census in Scottish statistics.

#### **6. Public Service Reform**

6.1 Janet Egdell shared the background, with an outline analysis of NRS's strengths and challenges.

6.2 A number of suggestions around Public Service Reform were put forward to initiate the discussion, which covered:

- Relationship of NRS with SG.
- Raising profile of NRS and varied holdings/assets.
- NRS's statutory and contractual obligations.

- Commercialisation and income generation.
- Use of Shared Services.
- Lessons from the 2010/2011 reforms.
- Collaboration with other public bodies and SG.
- Using existing skills and resources, including data.
- Specialist requirements and limitations of the NRS estate.
- Cultural impacts.
- Financing change, and cost recovery.

## **7. Forward Look**

7.1 This would be revisited at the next meeting.

## **8. AOB**

8.1 Janet Egdell noted this had been Bill Matthews' final Strategic Board. She thanked him for his advice and support during his many years with NRS as a Non-Executive Director.

## **9. Date of Next Meeting: 22 August 2023 and Close**

9.1 The date of the next meeting was noted as 22 August 2023.

**END**