

NRS Executive Management Board (EMB)
13 August 2019
Room 1/G/9
Ladywell House, Edinburgh

Present:

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| Paul Lowe | Chief Executive (Chair) |
| Laura Lucas | Interim Director of IT Services |
| Laura Mitchell | Director of Information & Records Services and Deputy Keeper |
| Linda Sinclair | Director of Strategy & Business Services & Accountable Officer |
| Anne Slater | Director of Operations & Customer Services |
| Amy Wilson | Director of Statistical Services, Census SRO |
| Steven Hanlon | Chief Financial Officer |
| Sue Barber | Head of Procurement |
| Matthew Pemble | Senior Business Lead, Security & Privacy (Item 4.2) |
| Shirley Cameron | NRS Business Manager (secretariat) |

1. Welcome and Introductions

Paul Lowe (PL) welcomed everyone to the meeting. No apologies were received.

2. Minutes and Actions

2.1 Minutes of 25 June 2019 were accepted. These would now be published on the NRS website and publicised on Connect.

2.2 Updates for the following actions were noted:

EMB 174: NRS Annual plan 2010-2020 - milestones and delivery priority review. The plan would require further consideration due to the revised responsibilities of the NRS Directors in relation to Census. Linda Sinclair and Amy Wilson to discuss further. Action ongoing.

All other actions were noted as completed. The EMB action tracker would be updated accordingly.

2.3 Decisions made following discussion at the Executive Management Team meeting on 23 July were noted.

EMB-D91: Security Operations - Approval of Hybrid approach described as: a 3rd party service is procured for Census 2021 with the option to retain tier 2 activities in house or insource them at a later date.

EMB-D92 Security Operations - Approval for the stand-up of a 24/7 operation for Census Security Monitoring and for this to be in place for

Census testing arrangements as well as for agreed timescales ahead of and during live operation.

EMB-D93 Security Operations - EMB were supportive of the continuation of a service using internal capability built during the operation required for Census 2021. Further consideration of a 24/7 approach would be welcomed by EMB in the future to allow the opportunity to consider risks and costs.

EMB-D94 "People Survey - Agreed to inclusion of additional questions on Safe to Challenge", "Wellbeing at Work", "Presenteeism & Absenteeism" and "Support for line managers".

The Board considered a review of decisions made and progress around these should be reviewed quarterly by EMB. Action to be built into EMB forward look plan.

New action EMB 182: EMB decision review: build in a quarterly review of progress made against EMB decisions into the forward look plan for EMB meetings. Owner: Secretariat.

3. Overview from the Chair

Paul Lowe (PL) reflected on the month since the last meeting. Priorities and focus continue to be on the 2021 Census Programme. The NRS buildings estate was a further area of significant focus along with resourcing, business continuity, budget and financial management matters.

4. Census 2021 Programme

4.1 Census Programme Board Update

The Census 2021 Programme Board (CPB) had met on 13 August 2019 with Paul Lowe chairing the meeting. This was the first meeting of the programme board with a revised membership including NRS EMB, Scottish Government, NRS Non-Executive Directors and independent members.

Paul Lowe reflected on the CPB meeting, discussions included:

- Programme complexity, risks and planning. The next meeting would review an end-to-end plan, taking in the critical path activity to census day in 2021 and beyond to release of data. EMB would scrutinise the plan ahead of the next CPB on 17 September 2019.
- Covering the strategic approach of the programme could aid CPB understanding of the census operations as well as risks. Achieved by splitting the core board business and creating space for informative and strategic discussions for CPB as well as operational planning and deeper dive risk discussion. Further consideration of the inputs required for CPB would be taken forward ahead of the next CPB meeting.

- A Gateway 0 review had been held in July 2019 and actions identified were being planned. CPB would manage the action plan with scrutiny by EMB on progress at the EMB meeting in November. A follow-up review was planned for July 2020.

4.2 Census 2021 – Information Security

EMB received a presentation by Matthew Pemble, the NRS Senior Business Lead for Security and Privacy. The presentation considered the findings of the recent Independent Information Assurance Review which has been initiated and sponsored by the UK Census Committee (UKCC). The scope of the report was to provide assurance ahead of the autumn 2019 rehearsal.

An action plan had been prepared in response to the findings and the main points were highlighted to EMB as part of the presentation. Progress to completion was reported as good for the majority of actions with issues relating to resource, technical and programme management requiring resolution being explored.

EMB considered the scope and initiation of the report and discussed the assurance approach NRS would require ahead of the census in 2021.

New action EMB 183: Census Programme: To arrange for the Census Programme Director to establish the approach or plans for further Independent Information Assurance Reviews (IIAR) ahead of the census in 2021. Owner: Amy Wilson

5. Annual Procurement Report for NRS 2018-2019

Sue Barber presented the report to EMB and explained that under the Procurement Reform (Scotland) Act 2014 NRS was required to produce an annual report on regulated procurement activities. Along with the report on regulated procurements, the report also highlighted performance and achievements in delivering the NRS Procurement Strategy.

EMB were invited to note the contents and approve the publication of the report on the NRS website. The Board discussed the report as follows:

- Noted the value of procurements in 2018-2019.
- A list of future anticipated regulated procurements was included as a statement of intent.
- Noted the report contributed to the wider aims and objectives of NRS.

Following discussion, the Board agreed to the publication of the paper subject to minor amendment. The report would be circulated to EMB for final comment.

6. Security – Future Standing Item

Linda Sinclair introduced the theme of a new standing topic to cover all aspects of security. This would include physical, digital and data security. Currently each aspect

were the responsibility of different NRS Directorates. EMB could benefit from a single view and framework to drive improvements.

Initial analysis had been considered with NRS IT and the NRS Information Manager working with Garnter to consider what form of governance for security may be required.

The Board agreed to add a standing item to the agenda, to cover census 2021 updates and to provide an update on governance analysis for security.

7. Finance: 2019-2020 Budget Report

Steven Hanlon presented the paper which provided an overview of the financial position and forecast for 2019/2020, following the first three months of the financial year. An update of the anticipated position to end of period four was provided. It was noted that pressures on the budget were being actively managed down.

The Board considered the report in discussion as follows:

- Review of staff forecast and vacancy position had impacted the forecast, positively.
- Potential to release funding to alleviate in year pressures would be a consideration for the next report. Directors were invited to consider the previous pressure report and feed changes to Finance for consideration of priorities and opportunities should budget be available.
- The improving in year position was noted however longer term sustainability remained a challenge.

The Board discussed the overall capital budget allocation and discussed current and future priorities. The Board agreed it was likely that some agreed spend might stretch into 20120/2021 financial year, resulting in opportunities for other capital expenditure in 2019/2020.

The Board discussed the on-going Spending Review exercise for years to 2023 and what measures may be considered to manage additional requirements arising once that was set.

8. NRS HR Management Information Report

Linda Sinclair introduced the paper which covered HR information to the end of March 2019. Issues with access to the HR data were being worked through with SG and a further updated report would be available for EMB's September meeting when recommended actions would be proposed.

The Board considered the following:

- Rate of sick absence, reasons and potential supportive measures.
- Headcount, vacancies and lag to recruitment .

- Annual leave and flexi leave balance with adherence to SG guidance for the management of flexi and supportive of work / life balance.

9. NRS Corporate Risk Management

Linda Sinclair advised that the risk register had been circulated for comment following EMB on 25 June 2019. The paper provided a summary of changes to the risk register following the agreed changes at EMB on 14 May 2019, the Board considered and discussed the changes as follows:

- Agreed the wording to risks NRS 18 and NRS 21.
- Requested a format change to the report to enable scrutiny of the detailed papers at the meeting.

New action EMB 184: To review format of reporting and scores for corporate risk register ahead of next EMB. Owner: Linda Sinclair

10. Forward Look

Linda Sinclair advised that work was progressing to improve the planning of future Board activity. Directors were encouraged to highlight topics which would require EMB scrutiny over the next six months. Follow-up action by the NRS Business Management Unit would help to inform a pipeline of activity and improve clarity of approach and planning expectations for colleagues.

11. Governance Update

11.1 The NRS Strategic Board was due to meet on 3 October 2019.

11.2 The NRS Audit and Risk Committee (ARC) was due to meet on 5 September. The main focus would be the Annual Report and Accounts 2018-2019 and Census 2021. Recruitment was on-going for new Non-Executive Directors to build capacity at ARC.

11.3 The NRS Digital and Strategy Board was now due to transition to a fully operational board, with the first meeting expected to take place in September. Linda Sinclair would chair the Board.

11.4 The Customer and Operations Board was due to meet on 22 August 2019.

11.5 The NRS Audit and Risk Committee (ARC) had last met on 28 May 2019. The update to ARC included Census Programme, annual report and accounts, as well as draft internal and external audit annual reports.

11.6 A Strategic Planning Pathway was being considered by Linda Sinclair in conjunction with the Strategy and Planning Lead. EMB would be invited to consider the approach at a future meeting

12. AOB

Amy Wilson raised the Public Sector Equality Duty report and the need to review this.

New action EMB 185: The Public Sector Equality Duty report: Consider if the report currently published on the NRS website is due for review and agree next steps.
Owner: Linda Sinclair/Amy Wilson

13. Date of Next Meeting

19 September 2019

End