

NRS Executive Management Board (EMB)
9 July 2020
Conference Call

Present:

Paul Lowe	Chief Executive (Chair)
Laura Lucas	Director of IT Services
Laura Mitchell	Director of Information & Records Services and Deputy Keeper
Anne Slater	Director of Operations & Customer Services
Linda Sinclair	Director of Corporate Services & Accountable Officer
Pete Whitehouse	Director of Statistical Services,
Carla McHendry	Delivery Director
Steven Hanlon	Chief Financial Officer
Shirley Cameron	NRS Business Manager (secretariat)
Paula Gellatly	Minutes Support

Apologies: None

1. Welcome and Introductions

1.1 Paul Lowe (PL) welcomed everyone to the meeting. No apologies were noted. No new declarations of interest were recorded.

2. Minutes and Actions

2.1 Meeting note for the meeting held on 25 June 2020 was accepted.

2.2 Updates for the following actions were noted:

EMB 242 Steven Hanlon confirmed that the SG approval did not apply to capital expenditure. Action Closed.

EMB 243 Action to be carried forward.

2.3 The EMB action tracker would be updated accordingly.

2.4 EMB noted that a decision had been made, in correspondence, for procurement to proceed for a flexible testing service proposal which would be required to support the Census Programme.

2.5 The decision number, EMB D108, been added to the EMB decision log and was duly noted.

3. Census 2021 Programme update

3.1 Paul Lowe provided an update on ongoing discussions with the Cabinet Secretary in relation to the Census options appraisal.

4. Strategic Approach to delivering Digital Archiving in NRS – EMB Update

4.1 Laura Mitchell introduced the paper, which sought approval to a proposed strategic approach to delivering Digital Archiving in NRS. Laura provided an overview of NRS's statutory responsibility to select and preserve documents of national value to Scotland and explained that many stakeholders were increasing their digital approach to records. The Covid-19 pandemic had in a number of instances accelerated digital record keeping and the need for digital transmission to NRS. NRS was now considering the strategic options and approach to store digital records in line with broader NRS digital ambitions.

4.2 Carla McHendry explained the approach was to undertake a detailed analysis to build the strategy and produce a robust business case that would help shape the broader strategic landscape and roadmap. The business case would detail the target operating model, funding and resource requirements and governance required for successful delivery. This would also be an opportunity to test the NRS change delivery approach.

4.3 It was noted that the lessons Learned from the Digital Preservation Programme should be leveraged for the business case, which should also include the requirements for independent assurance.

Decision EMB 109: : Digital Archiving – Strategic Approach: EMB endorsed the approach and next phase to initiate and define digital strategic intent.

Action EMB 244: Digital Archiving – Strategic Approach: Review the Digital Preservation Programme to leverage Lessons Learned. **Action Owner: Carla McHendry**

Action EMB 245: : Digital Archiving – Strategic Approach: Change NRS Operations representation for the Working Group to Gerry Donnelly. **Action Owner: Carla McHendry**

5. Information Security: Structure and Governance

5.1 Laura Mitchell presented the paper which set out future proposals, including governance arrangements, roles and responsibilities and high level staffing structure in relation to NRS Information Security.

5.2 The paper provided an overview of context, drivers and requirements, indicating the importance of information to the NRS purpose - collecting, producing, preserving, analysing, protecting and providing access to information. The NRS information environment was noted as complex and required the management of highly sensitive information across the organisation.

5.3 The proposal would support NRS moving towards compliance with the Information Security Management Standards ISO 27001, which covered information in all formats. The operational and governance structures would enable NRS to provide a framework allowing internal assurance on information security and identify issues for improvements. Specific roles and responsibilities were outlined, including a new Information Security Committee (ISC), chaired by the Director of Information Records Services.

5.4 EMB discussed the proposals as follows:

- It would be important that the structure would enable better provision of data sharing agreements to facilitate access and the use of data. An potential example of this was in relation to wider access to administrative data.
- It was noted that transition would likely take some time to achieve. Effective delivery, aligned to other priorities would be crucial with a clear understanding on transition would be achieved.
- A consideration around governance for ISC and interaction with Census governance and EMB should be explored.
- Steven Hanlon confirmed a previously case to SG for funding to build capacity in this area had been unsuccessful. Affordability would need to be taken into consideration of resourcing the approach.
- Lessons learned from the implementation of a similar approach by SG Agriculture and Rural Economy (ARE) would be considered.

5.6 EMB agreed the approach in principle and directed further work would be required to further develop resourcing, terms of reference for ISC, governance to include census, learning from other organisations, and transition planning. Approval was agreed for the C1 post , Head of Information Security and Governance, to be submitted to NRS Workforce Planning group for consideration together with an overall team structure. Laura Mitchell was invited to develop and bring back to EMB at a future point.

Decision EMB 110: Information Security: Structure and Governance: the proposal was agreed in principle subject to further development work on resourcing, ISG ToR, Governance, and census programme to be brought back to EMB for agreement.

Action EMB 246: Information Security Group: Structure and Governance: to develop the ToR in light of any feedback received and bring back to EMB for agreement.

Action Owner: Laura Mitchell

Action EMB 247: Information Security: Structure and Governance: Liaise with ARE re their learnings achieving ISO accreditation. **Action Owner: Laura Mitchell**

Action EMB 248: Information Security: Structure and Governance: Consider when the proposal for Information Security should return to EMB for further approval.

Action Owner: Laura Mitchell / Secretariat

6. Data Linkage, Administrative and Survey Data

6.1 Peter Whitehouse presented the paper on data linkage, administrative and survey data. EMB were invited to consider the proposal to develop and implement a Strategic approach, which would deliver a step-change in how NRS makes use of data to answer the key social and economic challenges being faced by Scotland.

6.2 EMB discussed the proposal as follows:

- Strategic elements of the proposal would need to align or inform NRS vision, values and strategy.
- Engagement and support from the Delivery Directorate in the further development of proposals and their delivery..
- Consideration of priorities for delivery of change and funding routes were discussed and would be explored.

6.3 The strategic requirements should be initiated with the Delivery Directorate to ensure priorities were identified and evaluated as part of the wider portfolio. This would enable a coordinated approach to maximise funding opportunities, optimising value to the organisation and stakeholders.

Decision EMB 111: Data Linkage, Administrative and Survey Data: The proposal was agreed in principle, to move to the development of more detailed proposals in conjunction with the Delivery Directorate.

Action EMB 249: Data Linkage, Administrative and Survey Data: Consider how this work would contribute to the NRS strategy development piece. **Action Owner: Pete Whitehouse and Linda Sinclair**

7. AOB

No other business was noted.

8. Date of Next Meeting 13 August 2020 - Executive Management Board - Covid-19 cadence - business planning

End