

## **NRS STRATEGIC BOARD MEETING**

31 May 2018

Lord Clerk Registers Room

General Register House, Edinburgh

### **Present:**

Anne Slater	Acting Chief Executive (Chair)
Laura Mitchell	Deputy Keeper + Director of Information and Records Services
Amy Wilson	Director of Statistical and Registration Services
Sam Bedford	Director of IT Services
Catherine McFie	Non-Executive Director
Mandy Gallacher	Non-Executive Director
Colin Ledlie	Non-Executive Director
Bill Matthews	Non-Executive Director
Gordon Shipley	Non-Executive Director

### **In attendance:**

Linda Sinclair	Change Programme Manager
Fay Meharry	Secretariat

### **Apologies**

Steven Hanlon	Head of Finance and Accountable Officer
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## **1. Welcome, Introductions and Declaration of Interests**

Apologies were received and recorded for Steven Hanlon, Head of Finance. No interests were declared by members. The Board were asked to note that recruitment to fill the Chief Executive post is still ongoing.

## **2. Note of Meeting held on 8 March 2018 and Action Log**

Members agreed the note of meeting held on 8 March 2018 was an accurate record of the meeting. Members reviewed the action log. It was agreed all actions to be marked as closed.

## **3. Board Business**

### **3.1 Finance**

Anne Slater (AS) introduced the finance paper and drew members' attention to the final outturn for financial year 2017-18 and were asked to note the Executive Summary setting out the explanations underpinning the underspend. Members noted the position on the outturn for 2017/18 and note that the budget for financial

year 2018/19 was approved at the Executive Management Board meeting held on 20 March 2018.

### **3.2 Digital Preservation Programme (DPP)**

Laura Mitchell (LM) provided the meeting with an update on the current position of the Digital Preservation Programme and the recent Gateway Review's recommendations and the NRS's action plan to address the recommendations. Members noted the position and asked to be kept up to date.

**Action:** Bring DPP draft rebase lined outline business case to Strategic Board for challenge, advice and input once available – **Laura Mitchell/Secretariat**

**Action:** Consider external engagement required as part of reframing the DPP Programme, alongside internal engagement – **Laura Mitchell**

### **3.3 Census Update**

Amy Wilson (AW) provided an update on the Census 2021 Programme. Members noted the list of the key successes. Members noted where the focus would be for the next period/quarter and these were discussed in full. Members asked to be kept up to date.

**Action:** Circulate the paper to Strategic Board articulating the relationship between Digital Strategy Board/Census Programme and Executive responsibilities of the NRS Leadership Team – **Linda Sinclair/Amy Wilson**

**Action:** Next Strategic Board, provide Census governance and oversight presentation - consider against the ARC deep dive into Census Programme Risks and Governance – **Amy Wilson**

### **3.4 Audit and Risk Committee (ARC) Update**

Colin Ledlie (CL) presented an update on ARC, highlighting the finance report for 2-017/18 and 2018/19, and that the meeting had a helpful discussion around the good progress and reassurance around IT, the DPP status.

## **4. NRS Next Stage**

### **4.1 Transition – update**

Linda Sinclair (LS) presented the paper on progress on the transition work. The paper set out the progress against the transition commitments across each of the NRS Directorates which highlighted the a number of the commitments involved recruitment exercises and were asked to note that these were underway.

Members were asked to note the progress to implement transition activities towards implementing the new structure, governance and operating model for NRS.

Members were asked to note the position on the NRS Structure and were asked to note that further updates would be made in the next 4/6 weeks.

**Action:** Circulate to Strategic Board the Governance description together with Terms of Reference for EMB/DSB/CoB for information/comment re interface with Census Programme – **Amy Wilson**

#### **4.2 ICT Restructure**

Sam Bedford (SB) provided an updated the meeting on the ICT Restructure. Members noted the positive progress which had been undertaken and were asked to note the current advertising and external recruitment campaigns.

**Action** – Sam Bedford's presentation on ICT restructure update to be circulated to board members – **Secretariat**

#### **4.3 NRS Annual Plan 2018-19 and Business Strategy**

Linda Sinclair (SL) updated the meeting on the progress of the Annual Business Plan and members note that EMB had discussed and approved the Annual Plan commitments for 2018-19. These will be published externally on the NRS website and on Connect for the organisation in due course. These commitments will inform the ongoing development of the business area plans and in the setting of personal objectives for staff in the performance year 2018-19.

Members were asked to note that EMB would prepare the draft strategy by the end July and would ensure engagement of staff across NRS in the process. The board acknowledged that this would be a rolling strategy (approx 5 years), which would be refreshed each year but with particular focus on this 1<sup>st</sup> year. Input from all non-executive directors on the draft strategy would we welcomed.

**Action:** Strategic Board to consider draft Business Strategy at the meeting on 20 September 2018 – **Linda Sinclair/Secretariat**

#### **4.4 AoB**

##### Executive Management Board

Anne Slater informed the meeting that EMB members proposed to hold a half day meeting off-site late summer to take stock on activities and next steps in the transition.

**Action:** A meeting to be arranged for EMB members August/Sept – preferably off-site - Secretariat

##### Security Review Group Meetings

Sam Bedford thanked Catherine McFie on her contributions at recent the Security Review Group meetings.

### NHSCR

Catherine McFie asked when the next NHSCR Board meeting was likely to take place.

**Action:** Seek clarification with colleagues when the next NHSCR Board meeting is likely to be held – **Amy Wilson**

### ARC

Colin Ledlie informed the meeting that Michelle Lockhart (an independent advisor on the Audit and Risk Committee) has now moved on and no longer on the Committee and asked Anne Slater to consider ways to address this gap in membership.

**Action:** Follow up on ARC membership to address levels/quorate – **Anne Slater**

### Board Development

Members discussed future training and development and it was agreed a half day training session would be helpful and worthwhile on Governance/Risk.

**Action** – Contact Jan Polley as a possible speaker for a future half day training and development session of the board on Governance/Risk – **Anne Slater**

Members discussed and agreed that meetings of the Strategic Board should consider the agenda for the future meetings, and suggested a standing item “Forward Agenda”.

**Action:** Forward Agenda – to be added as a standing item to all future meeting of the Strategic Board - **Anne Slater/Secretariat**

## **5. Date of Next meeting and Close**

The next meeting of the NRS Strategic Board will be held on 20 September 2018 in Ladywell House, Edinburgh.

## **June 2018**