

**NRS Executive Management Board (EMB)**  
**08 November 2022, 9.30 - 12**  
**Held via MS Teams**

**Present:**

Paul Lowe	Chief Executive (Chair)
Linda Sinclair	Director of Corporate Services and Accountable Officer
Laura Mitchell	Director of Information & Records Services and Deputy Keeper
Anne Slater	Deputy SRO Census Programme and NRS Director Operations
Carla McHendry	Delivery Director
Laura Lucas	Director of IT Services
Pete Whitehouse	Director of Statistical Services
Claire Gillespie	Chief Finance Officer
Elizabeth Hurst-High	Corporate Planning Lead (Item 3)
Kate Hawkins	Head of Portfolio and Governance (Business Change) (Item 4)
Liam Nisbet	Head of Facilities and Workplace Improvements (Item 4)
Shirley Cameron	NRS Head of Business Management (secretariat)
Laurens Bonny	Business Support Officer (secretariat)

**Apologies:**

None

**1. Welcome, Introductions and apologies – Paul Lowe**

1.1 Paul Lowe welcomed everyone to the meeting. No apologies were received, and no new declarations of interest were recorded.

**2. Minutes and Actions – Paul Lowe**

2.1 The minutes from the meeting held on 27 September 2022 were approved and would be published on the NRS website.

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

2.3 One decision made in correspondence since the previous EMB meeting was noted.

**3. Public Bodies Climate Change Duty Report – Elizabeth Hurst-High**

3.1 Elizabeth Hurst-High gave a brief overview of the NRS Climate Change Duty Report, which was developed by the Climate Change Duty Working Group. The annual report was due for publication by Scottish Government on 30 November 2022 and related to the previous financial year 2021-22. Additionally, a Net Zero Emissions Target Statement was prepared based on the Scottish Government template and in line with Scottish Government targets. The report aligned with the Annual Procurement Report and had been peer reviewed by Transport Scotland.

3.2 Paul Lowe noted he was content with the proposed report and statement. He asked EMB members to provide their comments to Elizabeth by Monday 14 November 2022.

3.3 Laura Lucas noted the 'green strategy' should be considered in conjunction with the development of the NRS Strategy and Portfolio, including digital programme delivery strands.

3.4 Linda Sinclair thanked everyone involved in the creation of the report and noted work would still be required from a listed/historical building estates point of view. She highlighted potential funding opportunities and the requirement for collaboration with public bodies and other estate partners managing listed or historical buildings.

3.5 Carla McHendry would pick up with Elizabeth offline on positive lessons learned from the cross-function group for Equality, Diversity and Inclusion (EDI).

**Action EMB 324: to forward comments on the Climate Change Duty report and Net Zero Statement to Elizabeth Hurst-High by Monday 14 November 2022. Owner – All**

**Action EMB 325: to further discuss positive lessons learned from cross-function group for EDI. Owner – Carla McHendry and Elizabeth Hurst-High**

#### **4. Ways of Working – Kate Hawkins**

4.1 EMB members discussed the future ways of working activity, concluding a 'one size fits all' approach for NRS would not meet the different service delivery, spectrum of business and individuals' requirements.

4.2 It was suggested that the requirement for completion of forms and mask guidance acted as barrier for attending NRS buildings. These measures however were in line with Scottish Government guidance. It was agreed further communication on the availability of hot desking and collaborative spaces, and communication of staff experience attending NRS buildings would assist understanding.

**Action EMB 326: to further highlight the possibility to work at NRS buildings and share examples of staff attending building through internal communication . Owner – Kate Hawkins**

4.3 A staff notice had been issued on 8 November 2022 announcing the intention for NRS to give up the lease for Ladywell House in Edinburgh and vacate the building in 2023. Workshops were being planned with all business areas impacted to gather requirements in terms of desk space, storage and technology/equipment needs. Operational activity would also consider how to accommodate the change within the existing NRS estate. A formal lessons learned exercise on the NHSCR move from Cairnsmore House was being planned and would help to inform activity in relation to the Ladywell House exit.

**Action EMB 327: to add 'Cairnsmore House exit – lessons learned' item to the agenda of the next EMB meeting. Owner – Laurens Bonny**

**Action EMB 328: to provide initial feedback on the Cairnsmore House exit process to Carla McHendry. Owner – All EMB members**

#### **5. NRS Corporate Strategy – Carla McHendry and Linda Sinclair**

5.1 An EMB workshop held on 02 November 2022 had looked at the emerging NRS Strategy in a holistic way. A further EMB workshop on 15 November 2022 would build on this work and to get an agreement and common EMB understanding of the strategy for the next few years. This work would also consider the statutory obligations, affordability and resource asks for the full portfolio.

#### **6. Census 2022 – Update – Paul Lowe**

6.1 Pete Whitehouse advised that work to obtain the additional administrative data required had been successful. Integration activity was progressing well, noting the challenges around the complexity of the statistics. Plans were being developed for stakeholder events around the initial output results.

## **7. Business Area Updates**

7.1 Oral updates were provided by each Director. Key themes reported were:

### Delivery Director – Carla McHendry

7.2 Activity reported included:

- Strategy Workshop and Prioritisation Exercise.
- Ways of Working.
- Cairnsmore House exit and lessons learned to inform work on the Ladywell House exit.
- Diversity, equality and inclusion.
- Capital Strategy audit in collaboration with SG internal auditors.

### Director of Statistical Services – Pete Whitehouse

7.3 Activity reported included:

- Ongoing work on the publication of population projection data.
- Regular publication of mortality figures and other data.
- NHSCR accommodation move.
- Statistical colleagues had provided data analysis and appeared in a BBC documentary ‘Who Lives in Scotland’.

### Director for Operations and Customer Service – Anne Slater

7.4 Activity reported included:

- Work was progressing regarding the Gender Recognition Bill which was expected to complete Scottish Parliament stages and approval by the end of December 2022. Implementation would happen in 2024.
- The launch of the memorial book of pregnancy and baby loss prior to 24 weeks had been delayed.
- A backlog of Change of Name cases was being addressed, estimated to be cleared by September 2023.
- Search Rooms had reopened to pre-pandemic operations in October. Visitors were expected to increase with the release of the 1921 census, planned by the end of 2022.
- Staff resourcing and recruitment remained challenging.
- Work was ongoing relating to the contract for ScotlandsPeople services. A business case would be circulated to EMB in the following weeks for approval in correspondence.

### Information and Records Services Director – Laura Mitchell

7.5 Activity reported included:

- Guidance was published signposting people to relevant organisations holding records of their time in care. Conversations were ongoing with the Scottish Government to link to the information on their webpage.
- Work was ongoing on the release of the 2007 cabinet papers for mid-December 2022.
- Supporting the Search Room re-opening with staff resource challenges noted.
- Work on the decant of records in New Register House Dome and census decommissioning and archiving was progressing.
- Transition to the new web-archiving contract was ongoing. Technical challenges were being addressed without service loss and the project continued to be delivered within budget.
- NRS submitted the 2011 Public Scotland Act as nomination for the Twenty Treasures exhibition celebrating the 20th anniversary of Scotland's Archives and Records.
- Declaration of Arbroath activity and plans for display were progressing.

Director for Corporate Services - Linda Sinclair

7.6 Activity reported included:

- Work surrounding buildings moves and closures relating to Cairnsmore House and Ladywell House.
- Following estates recruitment, work on estates governance was progressing.
- Tenders relating to NRH roof and Adam Dome decoration were in progress.
- Strategy workshop.
- Procurement Strategy, with Annual Procurement Report due to be circulated for EMB approval in correspondence in the next few days
- Covid Secure Working Group – safety checks and requirements for building access remained under review with the aim to streamline the process and continue alignment with Scottish Government guidance.

Director for IT Services – Laura Lucas

7.7 Activity reported included:

- Data Collection Coding was being concluded, knitting together 450k data sets
- Telephony Strategy would be circulated for EMB approval in correspondence.
- The NRS intranet 'Connect' was coming to end of life. Options were being explored.
- Consideration of optimisations of software to combat Microsoft rising prices.
- 1921 Census release.
- Recruitment.
- Firewall and Tertiary Storage Projects were proceeding.
- Laura Lucas had presented about the census programme at an IT professionals event and had also been invited to present at an IT Service Management Forum.
- A lot of equipment (laptops, monitors) were stored at Ladywell House and would require storage elsewhere in the estate
- An IT change freeze was planned over the festive period.
- Supporting Cairnsmore House exit
- Work on Cyber Essentials was progressing.

7.8 Paul Lowe thanked everyone for the impressive amount of work that was progressing across NRS.

**8. NRS Finance Report – Claire Gillespie**

8.1 EMB members noted the outcome of the 2022/23 Financial Mid-year Budget Review exercise and the volatility and uncertainty of the costs and income. Finance would negotiate a Spring Budget Revision transfer for the Census Programme Collect extension costs as noted.

8.2 Laura Lucas raised that despite available IT staff cost budget some recruitment requests were declined at Workforce Planning stage due to financial reasons. She would pick this up with Paul Lowe and Linda Sinclair offline.

**Action EMB 329: to pick up on declined recruitment business cases with Paul Lowe and Linda Sinclair. Owner – Laura Lucas**

**9. NRS Security – Laura Lucas, Laura Mitchell and Linda Sinclair**

9.1 An update on Information, IT and Physical security activity was provided. Cyber Essentials Plus work was ongoing and fire safety risks discussions were being held in relation to the Adam Dome.

9.2 The circulated physical security paper focused on the introduction of John Feenie, NRS Physical Security Lead, and his activities. Linda Sinclair highlighted that the baseline personnel security standard gaps were now rectified for regular contractors. The approach on Public Access Controls was being designed and the Physical Security Policies were being reviewed. Further work was progressing on the Out-of-Hours provision and a draft policy on car parking would be submitted to EMB in due course, linking to sustainability and the net zero objectives.

**10. Procurement approval decisions for EMB – only if required – Linda Sinclair**

10.1 No business was noted

**11. For Noting - NRS Governance – Health & Safety Committee – Linda Sinclair**

11.1 EMB noted the provided Health & Safety update report. Linda Sinclair noted the importance of the directorate Health & Safety Groups and thanked the directorate representatives. Support requests or comments could be addressed to the Head of Health and Safety, Susan Tannahill.

**12. Any Other Business**

12.1 Claire Gillespie made directors aware of a request from Scottish Government finance for input on Full Time Equivalents (FTEs) for 2022-23 through to 2026-27. This linked into the Deputy First Minister's instruction for departments to work to reduce resource to pre covid levels.

**13. Date of Next Meeting – 06 December 2022**

**End**