

NRS EXECUTIVE MANAGEMENT BOARD MEETING

27 March 2024

09:30 – 12:00

MS Teams

Attendees:

Janet Egdell

Interim Chief Executive (Chair), Registrar General and Keeper
Interim Digital and Delivery Director
Director of Operations and Customer Services and Deputy
Registrar General
Director of Corporate Services and Accountable Officer
Chief Finance Officer
Director of Statistics
Director of Census Statistics
Deputy Director, Information and Records Services
Corporate Business Assurance Manager (**Item 3**)
Head of People and Talent (**Item 9**)
Head of Portfolio and Governance (Business Change) (**Item 9**)
Senior Project Manager (**Item 9**)
Head of Customer Services Operations (**Item 10**)
Senior Outreach and Learning Manager (**Item 10**)
Corporate Governance Manager (governance)
Business Support Officer (secretariat)

Apologies:

Head of Business Management (governance)
Director of Information and Records Services and Deputy
Keeper

1. Welcome, Introductions and apologies

1.1 Janet Egdell welcomed everyone to the meeting. Apologies were noted as above.

2. Minutes and Actions

2.1 The minutes from the meeting held on 27 February 2024 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 There were no new decisions noted since the last meeting.

2.4 Members reviewed a shorter EMB Terms of Reference (ToR). The group agreed the original ToR would still be required for audit purposes and that any updates would be required across both versions and any changes to the full ToR

would need to be noted in meeting minutes. The group agreed to revisit the draft ToR at the next EMB meeting.

2.5 The group agreed Census 2022 and Future of Population Statistics would be taken off future EMB standing agendas, with any decisions or issues to be escalated to EMB as and when required. The group agreed that lessons learned from Census 2022 would be valuable for EMB to consider as any wider learning would benefit the governance of other key NRS projects. The Director of Census Statistics confirmed updates would be scheduled with BMU and added to the forward look as and when required.

2.6 The group agreed to include information from the Delivery Management Forum programme report to future Portfolio dashboard updates for noting.

Action EMB 367: BMU to update the Terms of Reference with members suggestions. Action Owner: BMU

3. Corporate Risk Register – Key NRS Risks and follow up to January workshop

3.1 The Corporate Business Assurance Manager updated the meeting with the key points below:

- The Corporate Business Assurance Team were carrying out a full review and refresh of the NRS Corporate Risk Register to align with Scottish Government (SG) risk management framework
- The Assurance Team were setting up a working group and information sharing forum as part of the refresh work
- Directorate risk reporting mechanisms were also being reviewed and the Assurance Team were applying Directorates top three risks into the SG framework
- There would be a transition period from the existing NRS Corporate Risk Register to the refreshed approach by September 2024
- A draft NRS corporate risk appetite statement was being developed and further discussion was required on how this risk appetite would inform the work of sub-groups of EMB, functions and projects.
- A revised list of Key Performance Indicators (KPI's) would be circulated at the May 2024 Customer Operations Board (COB) meeting for approval prior to seeking clearance from EMB
- The existing set of KPIs would continue to be monitored as part of NRS annual reports and accounts including continuing reporting on statutory KPI obligations
- The strategic KPIs would align to the NRS strategy
- EMB would be kept up to date on this work going forward

3.2 EMB members noted the paper and provided the following feedback:

- Members discussed the importance of ensuring that the risk appetite statement reflected the future direction of the organisation

- Members noted individual directorates could have different levels of risk appetite and what was being described at a corporate level could be different from local level, for example, flexibility would be required for the various professional codes and statutory responsibilities across the organisation
- Wider staff communications would be required around the risk appetite statement

3.3 Members thanked the Corporate Business Assurance Manager for the update.

Action EMB 368: Arrange staff communications around the risk appetite statement work. Action owner: Corporate Business Assurance Manager

4. Portfolio dashboard and IT services update – Interim Digital and Delivery Director

4.1 The Interim Digital and Delivery Director updated the meeting confirming all key portfolio projects were stable. The Interim Digital and Delivery Director advised a digital roadmap was being developed for NRS to transition to digital cloud-based services and an update would be provided on this at the next meeting. EMB noted the papers.

4.2 The Director of Corporate Services and Accountable Officer noted ongoing work around improvements to NRS telephony services and suggested wider staff communications would be helpful including timescales.

4.3 The Director of Statistics requested an update on the digital services framework. The Director of Corporate Services and Accountable Officer advised the business case had been approved by Digital Strategy Board (DSB) and that procurement were working through the commodity strategy which would go to DSB at the next meeting or via correspondence.

Action EMB 369: Arrange staff communications around telephony services work. Action Owner: Interim Digital and Delivery Director

5. Census 2022 Programme Update & Future of Population Statistics (FoPS) – Director of Census Statistics

5.1 The Director of Census Statistics updated the meeting with the following:

- The next set of Census 2022 data would be released in May 2024
- The FoPS working group were developing a communications strategy for FoPS and were meeting with IT to discuss future resourcing
- NRS were continuing to monitor ONS direction around FoPS
- NRS were continuing to engage with SG on the progress of FoPS

5.2 EMB noted the update.

6. NRS Security Update – Director of Information and Records Services and Deputy Keeper / Director of Corporate Services and Accountable Officer / Interim Digital and Delivery Director

6.1 The Director of Corporate Services and Accountable Officer and Interim Digital and Delivery Director provided an oral update on NRS security. The Director of Information and Records Services and Deputy Keeper provided a written update in advance of the meeting. The following points were noted:

- The new Head of Physical Security would be starting with NRS on 8 April 2024
- The Physical Security contract was being finalised
- The draft Commodity Strategy was being updated to reflect recent framework updates
- NRS were awaiting details from NHS regarding the nature and extent of data affected by the NHS Dumfries and Galloway cyber-attack
- Work was continuing to review data flows to ensure that the data exchanged between multi-agencies was secure
- There were no other security incidents recorded on the corporate log since the last EMB update
- Changes were being made following a review of NRS card payment procedures and the MOVEit transfer tool
- NRS had gained Cyber Essentials Plus Accreditation. Communications were being arranged for this to be highlighted to staff

Action EMB 370: Arrange staff communications around NRS gaining Cyber Essentials Plus Accreditation. Action Owner: Interim Digital and Delivery Director

7. Finance Report

7.1 The Chief Finance Officer updated the meeting. EMB noted the 2023/2024 financial position to February 2024 (Period 11), along with the updated outputs from the 2024/2025 budget commissioning exercise and agreed the delegated budget allocations for the financial year. EMB noted Delegated Authority Letters would issue following the meeting.

7.2 The Interim Digital and Delivery Director advised work was underway to determine figures for Digital services backup and refresh work. The Interim Digital and Delivery Director also flagged some gaps were identified in the digital roadmap infrastructure and testing. The Interim Digital and Delivery Director advised they would look to confirm these figures with the finance team.

7.3 The Chief Finance Officer confirmed Directorates would fill business critical posts and continue to follow workforce planning principles, bringing forward any proposals to DSB as and when required.

7.4 Members discussed the challenges ahead for future portfolio investment and noted that an options appraisal may be required following confirmation of NRS budget allocation for 2024/2025.

8. Fees & Income Project – options appraisal

8.1 EMB noted the proposed governance arrangements for the Fees & Income programme set out in the paper and confirmed the programme could be taken forward into phase two, approving all the recommendations set out in the paper. The following feedback was also provided:

- Members requested the second phase of the project explore how existing NRS services could be developed further
- Members agreed that the income and fees and charges workstreams were a key priority
- Members agreed that a review of NRS Statutory Fees was a priority and asked the team to consider what short term resource would be required for this project
- A number of non-statutory fees which weren't part of the discovery phase could also be built into the programme
- Members requested a full catalogue of NRS services be developed
- To review digital and physical storage charging for future storage
- To move the GRH coffee pod proposal to third category and revisit this once figures were available on GRH footfall then evaluate costs vs potential profit
- A level of investment in events management would be required to open parts of the NRS estate for conferences and events. EMB agreed with the proposal to start small

8.2 Members thanked the Chief Finance Officer for this work. Members noted EMB would be updated every 6 months with the next update being in September 2024.

9.1 Learning & Development (L&D) approach and funding

9.1.1 Members agreed to have one pot of funding for L&D with this being reviewed at the mid-year budget. Members requested staff communications be provided confirming this decision.

Action EMB 371: Arrange staff communications around the approach to funding for L&D. Action Owner: Director of Corporate Services and Accountable Officer

9.2 Ways of Working update

9.2.1 Members noted the update and requested Ways of Working update EMB in June 2024 on the data captured from the new cloud based hot desk booking system.

Action EMB 372: Ways of Working to update EMB in June 2024. Action Owner: Senior Project Manager**10. June anniversary proposal**

10.1 Members approved the proposal to hold an exhibition at General Register House in September 2024 to celebrate the 250-year anniversary of the building. Members confirmed planning could go ahead for the exhibition, including publication and work with the Conservation Team. EMB also suggested the following:

- Team days be arranged for staff to celebrate the anniversary at GRH
- Showcase the restoration work for the Adam Dome and promote use of the NRS archives
- Look to support security team with potential increased footfall

10.2 Costings and resources required from Estates and Conservation were discussed. Members requested costings be explored for moving the King George statue to the Adam Dome for the exhibition before any decision was made. EMB noted that larger exhibition cases would need to be moved by a specialist company. EMB noted the project was being steered through the Customer Space Planning Group and would be reporting to the Customer Operations Board.

Action EMB 373: Costings to be provided for moving the statue from the Adam Dome. Action Owner: Head of Customer Services Operations / Senior Outreach and Learning Manager

10.3 Members requested a list of archive documents that would be required for the exhibition so they could be added to the Conservation schedule. The Head of Customer Services Operations advised OCS were updating the Treasures of the Archive Publication as part of the exhibition which would be available on the Scotland'sPeople website.

Action EMB 374: A list of prospective exhibition documents be provided to the Deputy Director, Information and Records Services so they could be added into the Conservation schedule. Action Owner: Head of Customer Services Operations / Senior Outreach and Learning Manager**11.1 Sale of the Hamilton Muniments**

11.1.1 Members agreed that NRS would regretfully decline the chance to purchase the Hamilton collection due to current financial priorities.

11.2 Survey results of PRSA bodies' recordkeeping

11.3 EMB noted the NRS survey which aimed to explore the broader picture of current and future storage requirements for paper and digital records in the public sector in Scotland, and the appetite for collaboration with NRS on shared services in the future.

12. Matters Arising From Other Governance Meetings – Janet Egdell

12.1 EMB noted:

- Digital & Strategy Board 13 March 2024 – Agenda
- Health & Safety Risk Workshop – 13 March 2024 – Agenda
- Covid Secure Working Group 14 March - Agenda
- Statistical Services Board - 18 March - Update
- Strategic Board 20 March 2024 – Agenda
- Customer & Operations Board 26 March 2024 – Agenda

13. AOB

13.1 No matters were raised.

14. Date of Next Meeting – 30 April 2024

14.1 The Forward Look was noted.

14.2 The draft agenda for 30 April 2024 was approved.

End