

## NRS EXECUTIVE MANAGEMENT BOARD MEETING

**30 April 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

Director of Information and Records Services and Deputy  
Keeper

Director of Statistics

Corporate Business Assurance Manager (*Item 3*)

Head of Communications and Engagement (*Item 2*)

Lead Content Designer (*Item 2*)

Head of Digital Engineering (*Item 8*)

Corporate Governance Manager (governance)

Business Support Officer (secretariat)

### **Apologies:**

Director of Census Statistics

Chief Finance Officer

Head of Business Management (governance)

## **1. Welcome, Introductions and apologies**

1.1 The Digital and Delivery Director welcomed everyone to the meeting.  
Apologies were noted as above.

## **2. Update on Corporate Website Re-design**

2.1 The Head of Communications and Engagement and the Lead Content Designer introduced their paper setting out the approach to content and priorities over the next six months until the website launch in November 2024. The following key points were highlighted:

- There would be three immediate priorities - the development of an NRS content strategy, a new end to end process advising how content was developed going forward and creating practical resources available to colleagues
- The first phase in delivering these priorities would involve taking an MVP approach and looking into business and user needs for content and publishing

- Engagement sessions would be held in May to support this, and user research would be commissioned to build a picture of what users need from the corporate website
- A publishers content group would be brought together to discuss good practices and how to improve the user experience
- The second phase would start once the website had been launched to build towards having a well-managed content estate that's based around user needs

2.2 The Lead Content Designer asked that EMB approved this approach to content to enable NRS to build foundations for better content management and design, with the MVP content being a key aspect.

2.3 Members confirmed approval of this approach, with the Director of Corporate Services and Accountable Officer recommending it was made clear that NRS corporate legal requirements on the publication of data must be met.

**EMB-D198: EMB approved the two phase approach on the corporate website re-design**

### **3. Minutes and Actions**

3.1 The minutes from the meeting held on 27 March 2024 were approved and would be published on the NRS website.

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

3.3 Members reviewed and formally approved the updated EMB Terms of Reference.

3.4 Recent decisions through correspondence were noted and members were thanked for their quick responses.

**EMB-D199: EMB approved the updated EMB Terms of Reference**

### **4. Corporate Risk Register – Key NRS Risks and follow up to January workshop**

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

- In order to fully utilise the SG risk template and run required reports, NRS would need to adopt the full 14 recommended categories and be mindful in allocating the correct theme to proposed risks
- This would also result in a change on how NRS scores risk from high level risk currently scoring 25 increasing to 250-300 under the new template
- The aim would be to continue trialling this approach of migrating risks from the current Risk Register to the new template, which would allow NRS to meet the proposed launch of the new risk template for EMB approval in August/September
- The first NRS risk leads group had met and discussed the current processes and procedures and how these could be aligned to make the transition of information more streamlined
- A guidance document would be developed allowing a localised risk to be urgently flagged when it reaches a score of 16+
- There was potential to develop an issues log/horizon scanning alongside the Corporate Risk Register template to allow Directors an opportunity to have oversight across all strands of NRS work.
- EMB members were asked to approve the inclusion of NRS risk 31 – Oracle Cloud Implementation in October 2024 onto the Corporate Risk Register

4.2 The Director of Corporate Services and Accountable Officer suggested engaging the C Band forum on the details and approach to the Risk Register to ensure they knew how to access and identify the risks as part of a holistic and integrated framework.

4.3 Members thanked the Corporate Business Assurance Manager for the update and confirmed that they were content to approve the new risk on the register.

#### **EMB-D200: EMB approved the addition of NRS risk 31 (Oracle cloud implementation) on the Risk Register**

### **5. Portfolio dashboard and IT services update – Digital and Delivery Director**

5.1 The Digital and Delivery Director highlighted the compute refresh which had been successfully completed, and thanked members for approving the additional laptops due to arrive in May.

5.2 A paper was being completed with the outstanding IT budget items that were not included on the budget. This would be brought back to EMB in due course.

5.3 The SAS licence was progressing and would be implemented as soon as possible.

## **6. Census 2022 Releases update**

6.1 The next census output phase would begin on 21 May 2024 with the first release of topic data. Subsequent topic releases would be published in six batches up to September 2024.

## **7. NRS Security Update – Director of Information and Records Services and Deputy Keeper / Director of Corporate Services and Accountable Officer / Digital and Delivery Director**

7.1 The Director of Corporate Services and Accountable Officer, Director of Information and Records Services and Deputy Keeper and the Digital and Delivery Director provided a verbal update on NRS security. The following points were noted:

- A review of MOVEit had been carried out to review the commissions and uses of the tool for secure file transfers. The review put forward recommendations which would improve the efficiency and security of the tool across NRS.
- The annual review carried out by the UK Statistics Authority would take place in October with confirmation of the scope of the review expected in July.
- The Information Privacy and Security contract would come to an end in June, with a 4-6 week gap in service expected before another contract could be put in place.
- There had been one minor security incident but this had been dealt with and closed.
- The NHS DG incident was ongoing and being managed by a formal IMT.
- Work was progressing on the security control roll out with SG, with TTH being the first building.
- Stuart Brown had joined NRS as Head of Security and would engage with colleagues regarding the security of search rooms.

## **8. Update on the development of NRS Digital Strategy and Roadmap – Head of Digital Engineering**

8.1 The Head of Digital Engineering presented his paper and highlighted the following key points:

- IT colleagues had been involved in initiatives looking at how NRS can leverage more emerging technologies, including using shared SG services to deliver business requirements without having to build applications from scratch
- The Head of Digital Engineering explained data driven artifacts such as the application portfolio, technology timeline and application guidelines. These provide a common understanding of what NRS technologies and applications were and the services that sit with these
- The application portfolio was a centralised catalogue of all NRS software applications, providing the ability to understand what applications were used for and the service area they were used in

- The technology timeline provided a forecast of what was coming up in the future and gives a data driven insight into what NRS need to do next
- The application guidelines was where NRS policies and principles come into effect, leveraging more services from the SG digital directorate
- A business and technical fit assessment had been carried out to provide a score to each application on how easy it was to use. This provides an opportunity to visualise the biggest technology risks using heatmaps to understand where the focus should be
- The digital strategy would come to EMB for endorsement and would cover the digital principles and actions as well as the potential challenges
- The Head of Digital Engineering explained the ten key digital strategy principles which closely aligned with the SG digital strategy

8.2 EMB thanked the Head of Digital Engineering for this work and agreed with the digital principles listed.

8.3 The board discussed how the digital strategy would work together with the data strategy to ensure NRS had one end to end approach.

8.4 The need to be more agile as an organisation was discussed, with a highlight on the cultural change needed to improve the way NRS works and empower colleagues to gain more digital skills.

8.5 The Digital and Delivery Director advised that working with digital services partners would be the key to making this work, as well as ensuring NRS had the right resources and skills to move this forward.

## **9 Statistical Services – Publications Review – Director of Statistics**

9.1 The Director of Statistics advised that a review of NRS's statistical publication schedule had been carried out, to identify the highest priority and highest policy impact publications.

9.2 There were four main reasons for this review:

- The challenging financial situation in 2024 and the ongoing need to review and identify ways to deliver with fewer resources
- NRS were continuing to align with the SG statistics group priorities around public value
- The requirement to create capacity within the team going forwards with the move from SAS to open source analytical tools
- The potential impact of the 5% reduction in the working week in 2024

9.3 Of 32 publications, 11 were identified that could be reduced in frequency or detail or stopped altogether. The remaining 21 publications would be retained.

9.4 The next steps were to discuss these results with the communications team and go out to a formal consultation in May before any final decisions were made.

9.5 EMB agreed this was good practice and discussed how value was assigned to the publications.

9.6 The Director of Corporate Services and Accountable Officer requested clarification on the report as to which publications would be stopped and which would be transferred. The Director of Statistics advised that a breakdown was available and could be shared.

## **10. Matters Arising From Other Governance Meetings – Janet Egdell**

10.1 EMB noted the agenda for the Digital & Strategy Board meeting on 02 May 2024

10.2 The Digital and Delivery Director advised that DSB had been moved back to 02 May due to the ongoing IMT meetings. The main paper being presented was the IT portfolio 2024/25 baseline to be approved.

## **11. AOB**

11.1 No matters were raised.

## **12. Date of Next Meeting – 29 May 2024**

**End**