

**NRS Executive Management Board (EMB)**  
**27 September 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
Claire Gillespie	Chief Finance Officer
Jamie Donald	Corporate Resilience & Business Continuity Lead (Item 4)
Jay Pearce	Head of People and Talent (Item 6)
Matthew Sinclair	Chief Technology Officer (Item 8)
Shirley Cameron	NRS Head of Business Management (secretariat)
Laurens Bonny	Business Support Officer (secretariat)

**Apologies:**

Laura Lucas	Director of IT Services
Pete Whitehouse	Director of Statistical Services

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

1.1 Paul Lowe welcomed everyone to the meeting. Apologies were noted as listed. No new declarations of interest were recorded.

1.2 Paul Lowe noted Lord Lyon had written a letter to thank NRS for its support during Operation Unicorn. He echoed this message and thanked all colleagues involved.

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

2.1 The minutes from the meeting held on 07 December 2021 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.

**Action EMB 317: to add DEA lessons learnt item to the agenda of the November or December 2022 EMB meeting. Owner – Laurens Bonny**

2.3 A list of decisions made in correspondence since the previous EMB meeting was added as appendix to the EMB agenda.

**3. Risk Deep Dive – Laura Mitchell**

3.1 Laura Mitchell highlighted key points from the Information Risk report. EMB noted the outlined risks and mitigation challenges.

3.2 EMB approved to increase the score of risk 8 (storage capacity) from 16 to 20. A meeting between relevant directors would be set up and an mitigation options paper was being drafted.

3.3 The risks regarding digital storage (risk 20) and DEA Accreditation (risk 22) would be further discussed and reviewed by the Digital and Strategy Board.

**Action EMB 318: to set up a storage capacity meeting between Anne Slater, Laura Mitchell, Carla McHendry, Linda Sinclair and Paul Lowe. Owner – Shirley Cameron**

**Action EMB 319: to draft paper with mitigation options for storage capacity risk. Owner – Laura Mitchell**

**Action EMB 320: to further review risks regarding digital storage (risk 20) and DEA Accreditation (risk 22) at the Digital and Strategy Board. Owner – Carla McHendry**

**Decision EMB-D164: EMB approved to increase the score of risk 8 (storage capacity) from 16 to 20.**

#### **4. Business Continuity: incident response & reporting structure – Jamie Donald**

4.1 Following the successful implementation of the silver-level Covid Secure Working Group during the past two years it was proposed to incorporate a similar group in the Business Continuity Incident Management structure. The silver-level Business Incident Team (BIT) would meet twice per year and lead on incidents which do not require direct Incident Management Team (IMT) input, and would support the IMT in the response to more significant issues.

4.2 EMB were supportive of the proposal and the submitted terms of references for the group. Jamie Donald confirmed that disaster recovery procedures would be considered and aligned within the structure.

**Decision EMB-D165: EMB approved the creation of silver-level Business Incident Team (BIT) to lead on minor incidents and support IMT in the response to significant incidents. The BIT terms of reference was approved.**

#### **5. Change Portfolio Update – Carla McHendry**

5.1 Carla McHendry asked the Directors and their teams to engage in the prioritisation exercise being carried out by the Delivery Directorate. This would inform a paper on current and long term deliverables to be discussed and approved by EMB at a future meeting.

**Action EMB 321: to share the prioritisation exercise outcome with EMB at a future meeting to discuss and approve short and long term deliverables. Owner – Carla McHendry**

#### **6. People Survey Update – Jay Pearce**

6.1 Jay Pearce reported that the People Survey for 2022 had launched and asked Directors to encourage their staff, including non-permanent staff and contractors, to complete. Staff communications on the topic had been planned including an allstaff email, two seminars planned for new staff, a page on Connect with a video and success stories from previous People Surveys. A status update on responses would be shared with Directors every Friday.

6.2 The Equality, Diversity and Inclusion survey received 159 responses and 29 staff members signed up for the upcoming engagement sessions. Jay Pearce asked the Directors to further highlight the EDI engagement events to their teams.

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

7.1 Paul Lowe provided a general update on census activity including feedback from the International Steering Group (ISG) and recent attendance at the Culture Committee. A follow-up report from Audit Scotland on the previously issued section 22 report was expected in the coming days and would be reviewed and followed up accordingly.

## **8. Business Area Updates**

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

### Information and Records Services Director – Laura Mitchell

8.2 Laura Mitchell noted that NRS had successfully achieved Archive Accreditation. Paul Lowe congratulated and thanked all staff members involved in securing the re-accreditation.

Other activity reported included:

- The decant of records to support estates work in New Register House Dome was progressing.
- Work was ongoing on the release of cabinet papers at the end of 2022, in correspondence with other public bodies.
- A new web-archiving contract had commenced. Additional crawls were carried out on public body websites following the death of the Her Majesty the Queen, to ensure activity was captured.
- Guidance on how to use Office365 for record management was published online.

### Director for Corporate Services - Linda Sinclair

8.3 Activity reported included:

- The Annual Report and Accounts (ARA) for financial year 2021-2022 had been signed off by Audit Scotland with an unmodified opinion and two recommendations. The ARA would be laid in the Scottish Parliament and published on the NRS website in due course.
- Work was underway to publish the 2022-23 Business Plan by the end of the September 2022.
- Strategy work was ongoing with a Strategy Workshop scheduled for 02 November 2022.
- An Estates Strategy would be further developed and brought to EMB for consideration in due course. Linda Sinclair further highlighted a working group would be set up across directorates to look into future space planning.

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

8.4 Activity reported included:

- 95% of OCS staff had returned to work on site and most services were running.
- Recruitment for A3 staff had been ongoing for over a year and remained challenging.
- ScotlandsPeople would return to the Reid Room and the Historical Search Room would go back to pre-pandemic services in October.
- Further work was progressing regarding the Gender Recognition Bill which was at Committee stage.
- Work continued on the memorial book of pregnancy and baby loss prior to 24 weeks. The launch was expected in October.

- The release of the 1921 census was planned for the end of November.
- Work was ongoing relating to a contract tender for ScotlandsPeople services. EMB for approval would be sought in correspondence.

Delivery Director – Carla McHendry

8.5 The directorate had been focused on getting a clear picture of the portfolio in the short, medium and long term. Other activity had included support to several NRS projects including decant of records for New Register House Dome; archival storage solutions; future ways of working; and other NRS estates projects.

IT Services Directorate – Matt Sinclair

8.6 Activity reported included:

- The overall service levels and performance remained strong.
- The IT Service and Operations Board had been reinstated.
- A virtual directorate away day was being held later that week.
- Census collect decommissioning work was ongoing, as well as completing the Data Processing System (DPS) 3.2 manual coding work and progress on DPS4.
- A telephony strategy was being created for review and approval by EMB in due course.
- Ways of working activity was being supported.
- A finance and resourcing mid-year review was underway.
- Increased phishing attempts had been recorded and staff awareness would be reiterated via internal communications.

8.7 Matt Sinclair highlighted a resourcing risk and noted disaster recovery (DR) testing was descope for 2022/23 financial year. Paul Lowe asked to add this to the corporate risk register to note the potential risks, proposed timescales and mitigation.

**Action EMB 322: to add descope of disaster recovery testing to the corporate risk register including the potential risks, proposed timescales and mitigation. Owner – Laura Lucas**

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

9.1 EMB members noted the 2021/22 final outturn, including the sign off of the Annual Report and Accounts by the Audit & Risk Committee and Audit Scotland, along with the 2022/23 and 2023/24 budget position. Grant Thornton UK LLP had been appointed by Audit Scotland as external auditor of NRS for 5 years, starting with the audit of 2022-2023 financial year.

9.2 Directors were asked to respond to the request from the finance team for the most up-to-date budget figures to assist with the mid-year finance review.

9.3 Linda Sinclair would prepare a short note on the current budget challenges for Penelope Cooper, Director of Culture and Major Events, with a further in-depth note to follow in December after the November Strategy Workshop.

**Action EMB 323: to prepare a note on the budget challenges for Penelope Cooper and a further in-depth note in December following the strategy workshop. Owner – Linda Sinclair**

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

10.1 An update on Information, IT and Physical security activity was provided. Estates processes and procedures were being reviewed by the new Physical Security Lead and a paper on physical security would be brought to the next EMB meeting. MoveIT would launch shortly to enable the safe data transfer between NRS and other public bodies.

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

11.1 No business was noted

**12. For Noting - NRS Governance – Paul Lowe**

12.1 Updates on other corporate governance activity was noted.

**13. Any Other Business**

13.1 No business was noted

**14. Date of Next Meeting – 08 November 2022****End**