

NRS Executive Management Board (EMB)  
17 October 2019  
Room 9  
General Register House, Edinburgh

Present:

Linda Sinclair	Director of Corporate Services & Accountable Officer (Chair)
Laura Lucas	Interim Director of IT Services
Pete Whitehouse	Director of Statistical Services,
Steven Hanlon	Chief Financial Officer
David Craig	Census 2021 Programme Director (Item 3 & 4)
Shirley Cameron	NRS Business Manager (secretariat)

Apologies:

Paul Lowe	Chief Executive
Laura Mitchell	Director of Information & Records Services and Deputy Keeper
Anne Slater	Director of Operations & Customer Services

## 1. Welcome and Introductions

1.1 Linda Sinclair chaired this meeting with apologies noted from Paul Lowe, Laura Mitchell and Anne Slater.

## 2. Minutes and Actions

2.1 Minutes of 19 September 2019 were accepted. These would now be published on the NRS website and publicised on Connect.

2.2 Updates for the following actions were noted:

EMB 183: Census Programme Independent Information Assurance Review: Laura Lucas would take ownership of this action and advise secretariat on timescales. Action ongoing

EMB 185: The Public Sector Equality Duty report: A requirement to update this report bi-annually was understood and would be taken forward by January 2020. Action on-going.

EMB 190: Corporate Calendar – To be developed by 31 Jan 2020. Action On-going.

EMB 192: NRS File Plan – meeting timetabled to discuss and report back at November EMB. Action on-going.

2.3 All other actions were noted as completed. The EMB action tracker would be updated accordingly.

### 3. Census 2021 Programme update

#### 3.1 Follow-up to Programme Board – 15 October

3.1.1 The Census Programme Board was held on 15 October 2019. A draft summary paper describing the outcomes, key points and actions was provided for EMB as a basis for discussion.

3.1.2 David Craig invited comments on the paper as Directors had not had an opportunity to review. Contents of the paper would be updated/reviewed by others not in attendance and recirculated to EMB members as a final version.

#### 3.1.3 Outcomes/key points were discussed as follows:

- Programme Director's Report – A change request had been raised to amend scope (R2). EMB discussed and considered if appropriate evaluation of risk and impact, assurance and timetabling had happened with decisions made at appropriate governance and within controls to achieve the required delivery. EMB agreed that the change request should be considered at the Census Change Board (CCB). The Census Programme Board (CPB) was to be notified, in correspondence, of the outcome of the discussion, with CPB approval being sought for any material change in the programme and to be supported by a clear recommendation.
- Planning – EMB discussed that the impact of changes made to the plan due to the decision to change the scope of the rehearsal, taken earlier in 2019, were now materialising. EMB considered there may be value in capturing lesson learned.
- Consolidated Risk Board (CRB) – was due to meet on 4 November with items on a deep dive and risk planning session on the agenda. It was noted that new risks had been identified for the census rehearsal and would be reviewed by CRB.
- Legislation – the update reported required amendment and Pete Whitehouse agreed to feed in a changes to the text.
- Lesson learned – EMB discussed opportunities to learn from a variety of sources such as: international experience, from the rehearsal in Scotland and wider UK, as well as other learning from deep dives. Timetabling of updates, discussion and reporting to the CPB for their advice, would be considered.
- EMB also reviewed the actions arising from the programme board and a draft agenda for the next meeting. The key focus for the next meeting on 19 November would be the Programme Plan Baseline Approval. The programme board was also to be asked to reflect on impact assessments completed as part of the legislative process. The CPB view would be in an advisory capacity with approval via the legislative process, expected to complete in the autumn of 2020. Ongoing items would include benefits of the census, as well as business case plans update.

#### 3.2 Actions arising from discussion:

**Action EMB 195:** Census Programme Board 15 October report to EMB - David Craig to update the paper following comments and circulate to EMB members. Owner: David Craig.

**Action EMB 196:** Census Change request for R2: David to compile a schedule of dates and requirements to inform discussion at the Census Change Board on 25 October 2019, with a recommendation prepared for a decision by the Census Programme Board thereafter. Owner: David Craig

**Action EMB 197:** Census Programme Board 15 October report to EMB – To feed in changes to the text to David Craig, relating to the legislation update reported. Owner: Pete Whitehouse

### 3.3 Census – Rehearsal

3.3.1 David Craig provided a summary of the on-going rehearsal activity. The following points were noted:

- A daily update on achievements and issues was being provided to members of EMB.
- No major incidents had been reported, with issues emerging being managed.
- No major incident had occurred to date, the Board noted the reduced opportunity to learn from such an event.
- The data collected would be evaluated with learning achieved where possible.

### 3.4 Census – Programme risks and plan

3.4.1 Additional resource had been identified to facilitate a planning workshop to identify the immediate next steps, following the rehearsal.

### 3.5 National Cyber Resilience Leaders' Board

3.5.1 A Non-Executive Director member of the Census Programme Board, Anne Moises, was also a member of the National Cyber Resilience Leaders Board. An opportunity to utilise this knowledge in relation to the census programme would be considered with an agenda item at the Census Programme Board, to be timetabled in the coming months.

## 4. NRS Finance

4.1 Steven Hanlon presented the finance update for the period to the end of period 6. It was noted that pressures on the revenue budget were being managed down and that the projected overspend previously indicated had reduced significantly overall, although pressures continued in some areas.

4.2 The Board noted the proposed Autumn Budget Revision position which was approved. Monitoring from the ABR would now proceed.

**Decision EMB D101: EMB approved the proposed ABR budget 2019-2020 as detailed in Finance paper, 17 October 2019.**

4.3 Annex B- Investment proposals

4.3.1 A paper was presented which summarised a number of investment proposals identified during a recent evaluation. The Board considered the proposals, in line with the budget capacity, likely procurement and expenditure timelines, and directed action, mainly to Digital and Strategy Board as expenditure requests were expected to be within the authorisation tolerance £20k to £500k. Staff resource requests were directed to the Workforce Planning Group.

4.3.2 The Board discussed proposals from Corporate Services as follows:

- West Register House emergency lighting - the Board supported this case, procurement timelines indicated completion would more likely fall into 2020-2021 expenditure, which was expected to be both capital and revenue. A project brief was to be developed for the Digital and Strategy Board (DSB).
- Estates requirement for design fees – the Board supported this case which would accelerate already planned work in relation to New Register House and General Register House. A project brief was to be developed for DSB.
- Facilities Management Consultancy – a spend to save investment which would be considered further by the Head of Corporate Services before referring to the Workforce Planning Group for resource approvals.
- Thomas Thomson House – roof works for administration block – the Board considered the likely lifecycle of this project and the expectation that expenditure could be incurred during 2019-2020. A proposal for the works would be prepared by the Estates team and referred to DSB for approval.
- Fire Strategy refresh – the Board approved this work to proceed.
- West Register House stonework – the Board was supportive of the proposal to accelerate existing work, if this was possible. A dependency on the procurement timetable, value of the contract, as well as the impact of costs arising during 2019-2020 for other ongoing Estates procurements would be evaluated. To be discussed further between Estates and Finance.

4.3.3 The Board discussed proposals from Information and Records Services as follows:

- Treatment of Archive Materials in TTH Store – the Board was supportive of the proposal which was for resources to progress the work. The Board also considered that a requirement for the purchase of materials and space to complete the work. The Board was supportive of the proposal, recognising that the costs presented were an estimate, and with a risk around expenditure from 2019-2020 budget dependant on the approach and speed of work achieved. There was also recognition that the scale, expertise and approach required for the work was still being established and that further analysis could impact on the costs. EMB approved the proposal in principle, with the detailed resource proposal to be considered by Work Force Planning Group. The Board also agreed that one single project manager may be the best approach across all of

the TTH works being planned, including the interface between the sprinkler system renewal project.

- Digital archiving business case – On behalf of Laura Mitchell, Linda Sinclair provided background on a previous digital preservation programme and the current approach to develop a business case for digital preservation. The Board discussed timing and approach opportunities, with possible use of a delivery partner framework. IT Services indicated there may be an opportunity to use capability being developed for census as an approach. The Board authorised:
  1. a joint piece of work between IT Services and Information and Records Services to develop a collaborative proposal for digital archival preservation. With a view to commissioning a business case in 2019-2020, depending on affordability, on conclusion of the collaboration output.
  2. for the output of the IT Services/IRS collaboration work to go to a future DSB, where the timing of resource to develop the business case would be decided.

4.3.4 The Board discussed proposals from IT Services as follows:

- Standard desk top set up – was being considered to reduce the volume of IT equipment moved as a result of staff changes and to drive standardisation. The Board agreed that before funding could be approved that policy and evaluation/audit of requirements across the NRS business would be required.
- File transfer solution – was being considered to standardise approach. The Board was supportive of the proposal. A project brief was to be developed for DSB.
- Service Management tooling – was being considered as an opportunity to improve IT auditability and consistency, with potential for wider application across other services in NRS. The Board was supportive of the proposal. A project brief was to be developed for DSB.
- UX review of NRS Websites – the Board was supportive of the approach and requested further development of the scope, with business input, for DSB consideration as ‘shovel ready’ spend.
- Network segmentation tooling - the Board was supportive of the approach. A project brief with detail around choices to DSB with the potential for capital expenditure in 2019-2020.
- Ubiquitous WiFi – the Board was supportive although timeframe and understanding to develop the project brief may indicate expenditure into 2020-2021. A project brief be developed for DSB consideration.
- SCOTS Switch upgrades – IT hardware replacement. Potential capital expenditure in 2019-2020 depending on timing of procurement. Project brief to be developed for DSB for consideration as ‘shovel ready’ spend.
- Privileged Access Management & Identity and Access Management – were both supported by the Board, with project briefs to be developed for DSB and project brief to highlight timings and impact on budget.

4.3.5 Follow-up work identified from the different options would be reviewed by DSB, with expenditure likely to span 2019-2020 and 2020-210 financial years. DSB would consider the priority of the proposals and overview of the delivery.

4.3.6 Staff priorities highlighted by Information and Records Services Directorate were noted, with requests to come to the Workforce Planning Group for consideration.

## **5. NRS Risk Management Framework**

5.1 Linda Sinclair reported that work on a revised risk management framework was continuing. The framework would be submitted to a future meeting of EMB for discussion and approval.

## **6. HR Management Information Report**

6.1.1 Linda Sinclair presented the report and asked EMB to note the key points raised in the report relating to:

- Sick absence
- Headcount
- Welfare and wellbeing
- Learning and development

6.2 Linda Sinclair reported that a wellbeing approach was being trialled. The NRS Partnership Board would be consulted and informed.

## **7. Security**

7.1 Linda Sinclair explained that establishment of a security board was being considered. An update would be provided at the next EMB.

## **8. Corporate Risk Management: 16+ Update**

8.1 Linda Sinclair introduced the paper and EMB members were asked to engage with the NRS risk manager to continue the review of risk, including ensuring mitigating actions were in place or being considered.

8.2 A workshop was being planned for early in 2020 for EMB members to input to further development of the NRS risk approach and review the NRS risk appetite.

## **9. People Survey 2019**

9.1 Linda Sinclair provided an update on the survey which was currently live. All EMB members were asked to encourage staff to participate.

## **10. Forward Look**

10.1 The forward look was in place for the remainder of 2019 and was being developed, together with the cadence of meetings through to end of March 2021.

## **11. Governance Update**

11.1 The NRS Strategic Board had met on 3 October 2019. Items had included reports on the Census Rehearsal, an outline of Census benefits themes, a presentation on attendance at a recent International Census Forum, and work to develop key performance indicators for NRS, as well as standing items on finance and corporate overview.

11.2 The NRS Audit and Risk Committee (ARC) was due to meet on 30 November 2019. The items were expected to include a risk deep dive on cyber security and Census 2021.

11.3 The NRS Digital and Strategy Board had met on 25 September. Items discussed had included, closure of the minimum bit project, commissioning of project briefs, including a Security Programme, and a discussion around the commissioning approach for projects and programmes.

11.4 The Customer and Operations Board was due to meet on 24 October. A review of the Terms of Reference was planned. It was also reported that Bruno Longmore would chair the Board for six months.

## **12. Date of Next Meeting - 21 November 2019**

End